



JONESTOWN VISION PLAN

BALTIMORE, MARYLAND

NOVEMBER 24, 2015

Prepared for:

Historic Jonestown, Inc.
Jewish Museum of Maryland

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B'nai Israel

Reginald F. Lewis Museum of Maryland African
American History & Culture

Star-Spangled Banner House

Carroll Museums, Inc.

St. Vincent De Paul Church

Helping Up Mission

Lenny's Deli

Attman's Deli

The McKim Center

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EXECUTIVE SUMMARY

Executive Summary

Jonestown, one of Baltimore's most storied neighborhoods, is on the cusp of change. Anchor institutions, including the Jewish Museum of Maryland, Reginald F. Lewis Museum, Star-Spangled Banner Flag House, as well as projects like the proposed Hendler Creamery redevelopment and Ronald McDonald House, are bringing renewed energy to the community. The ripple effect of projects in Harbor East and Harbor Point are being felt along President Street and Central Avenue. These changes offer the neighborhood an opportunity to pause and explore how it fits into the evolving urban fabric and to imagine a catalytic vision for Jonestown that builds on its rich cultural history, convenient access to public transportation, and clustering of attractions/institutions.

In early 2014, a planning and design team, led by Mahan Rykiel Associates of Baltimore, MD, and supported by Arnett Muldrow Associates of Greenville, SC, was retained to facilitate a vision and planning process for Jonestown. Between March 2014 and November 2015 the team guided stakeholders in a collaborative four phase effort that brought together more than 44 stakeholders/groups, 100+ individuals, elected officials, and public agencies. Through public meetings, focus groups, one-on-one interviews, and an intensive three-day planning charrette, the community explored the challenges

and opportunities of the Jonestown neighborhood, focusing on programs and operations, community identity, development, and the public realm (with an emphasis on open space).

These strategic focus areas form the foundation of the vision plan and guide the recommendations and implementation priorities in the report. The recommendations are intended to complement and support each other, offering an integrated approach to neighborhood revitalization. To help streamline and navigate implementation, specific tools and tactics are outlined, which stakeholders, neighborhood groups, city agencies, and others can utilize to realize their goals.

The energy, enthusiasm, and commitment of Jonestown's stakeholders throughout the vision and planning process fueled thoughtful dialogue, creative thinking, and pragmatic problem solving. The social capital and positive momentum of the effort has set the stage and positioned the community to realize a catalytic vision for Jonestown, both in the near and long-term.



INTRODUCTION

The Jonestown neighborhood of Baltimore is rich with history and culture. It is strategically located near the heart of Downtown Baltimore, in between developing and growing neighborhoods. Despite its prime location and proximity to significant Baltimore amenities, the growth and flourishing of the Jonestown neighborhood has been restrained in recent years by a collection of challenges—from vacant lots to declining businesses. Even as nearby neighborhoods like Harbor East and the Johns Hopkins Medical Campus have prospered and grown, Jonestown's revitalization has been gradual and less intense. Nevertheless, there remains considerable potential.

In early 2014, a planning and design team, led by Mahan Rykiel Associates of Baltimore, MD, and supported by Arnett Muldrow Associates of Greenville, SC, was retained by the Jewish Museum of Maryland at the Herbert Bearman Campus to facilitate a vision and planning process for the Jonestown neighborhood of Baltimore.

Between March 2014 and November 2015 the team guided stakeholders in a collaborative four phase effort that brought together more than 44 stakeholders and interest groups, over 100 individuals, numerous elected officials, and representatives from public agencies. Through

public meetings, focus groups, one-on-one interviews, and an intensive three-day planning charrette, the community explored the challenges and opportunities of the Jonestown neighborhood, focusing on programs and operations, community identity, development, and the public realm (with an emphasis on open space).



Jonestown is one of Baltimore's first neighborhoods

Plan Purpose and Process

The purpose of this plan is to create a vision for the development of a heritage district in the Jonestown neighborhood. With a collection of anchor institutions in the community, there is an opportunity to leverage a synergy among these uses and to seize this moment of opportunity for collaboration among neighbors and local partners in the Jewish community. In facilitating this process, this vision plan aims to give direction to the community and create a future for Jonestown that is as compelling as its storied past.

Key stakeholders were identified and invited to participate in one-on-one meetings to discuss and determine Jonestown's strengths and challenges, as well as opportunities and threats. As recommendations were developed, they were vetted with community interests, and expanded further as important players and resources were also identified as tools for implementing each recommendation. Through site assessments and a review of market conditions—in addition to the identified recommendations and the implementation strategy—this plan provides a preliminary analysis that will serve as a framework for community development.

Summary

As an exciting and diverse neighborhood, with an equally animated history, Jonestown is poised to be re-energized and enter into a new chapter of richness and growth. This report intends to illustrate strategic actions and steps to help direct Jonestown to this path.

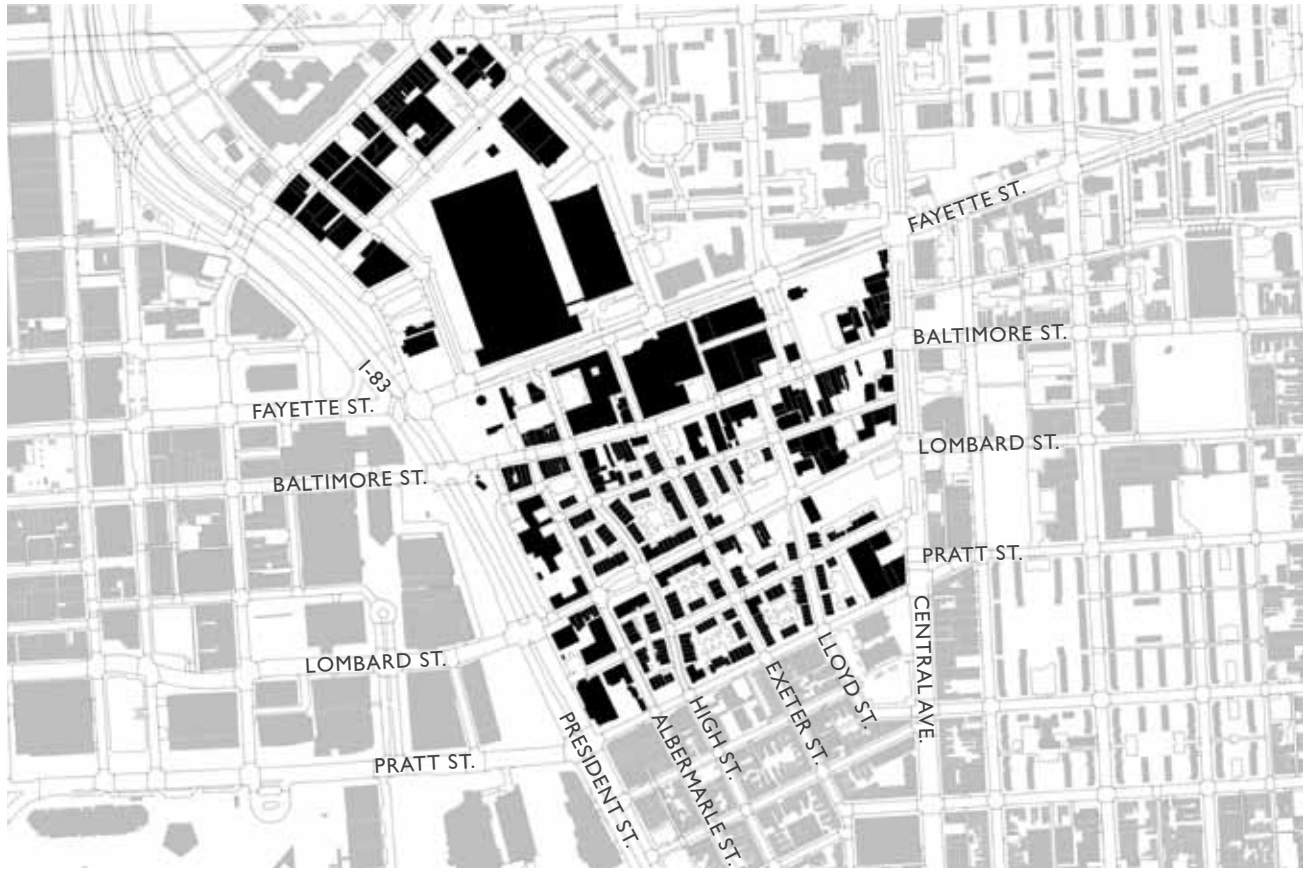


Figure I. Jonestown's Urban Fabric



NEIGHBORHOOD ASSESSMENT

This section of the report provides an assessment of the Jonestown neighborhood—in terms of its history and the physical and market conditions that define it.

Following an overview of Jonestown’s history, location, and growth, this assessment will review the neighborhood’s physical character, community identity, and market conditions, and serves as a foundation for the recommendations outlined in Chapter 3 of this plan.

Background

Industry, Immigrants, and Urbanization

In 1732, two years after Baltimore Town, Jonestown was established on the east bank of the Jones Falls River, and was later incorporated into Baltimore Town on September 28, 1745. Jonestown is Baltimore’s oldest neighborhood. Its proximity to the harbor, inland waterways, and, thus, to mill power enabled Jonestown to grow alongside Baltimore Town into a thriving import– and export-hub for Colonial and, later, for American industry.

As the economy diversified and expanded, immigrants seeking opportunities and looking for a home free from oppression gathered in Baltimore. Many of these early immigrants arrived in Jonestown

from Ireland, Italy, Germany, and Russia, bringing with them their unique cultural and religious heritages from across the ocean. Houses of worship built during the late 18th and 19th centuries—such as the Friends Meeting House (1781), St. Vincent de Paul Church (1841), and the Lloyd Street Synagogue (1845)—stand as neighborhood landmarks, a testament to the enduring legacy of these early immigrants.

Among the immigrant communities of Jonestown, the German and Russian Jewish population grew most rapidly, with more than 1,500 people by 1847. Most of these residents were employed in the textile and garment industry, helping to stimulate that sector of Baltimore’s economy by supplying larger factories with goods created in workshops and sweatshops built adjacent to, and at times within the homes of Jonestown’s Jewish residents. In support of this large Jewish community, Lombard Street evolved into a thriving market district (later known as Corned Beef Row) with merchants, butchers, and other vendors supplying essential goods for Jewish life (kosher meats, religious objects, etc.). However, as the Jewish community moved northwest (first to Bolton Hill and then to Baltimore County in the 1920’s and 1950’s respectively), the Lombard Street market district began to decline. Today, three ‘Jewish’ delis remain on Lombard Street; among them is Attman’s Delicatessen—America’s oldest ‘Jewish’ deli continually operated by the same family.

The racial and ethnic makeup of Jonestown during the 19th century also included a substantial population of freed slaves. During 1861, with the city's divided opinion on the issue of slavery, the first bloodshed of the Civil War occurred in the Pratt Street Riot, which began at the Baltimore Railroad's President Street station in Jonestown.

After the Civil War, and continuing until the 1920's, Jonestown preserved much of its demographic diversity. As residents prospered, however, they began to gradually move to the suburbs, deteriorating the diversity which helped shape much of Jonestown's earlier history.

As a result of this outward migration and "white flight," Jonestown became a predominately African American community. The decline of neighborhood properties, due to abandonment and neglect, paved the way for a public housing era that would continue to define Jonestown until the first decade of the new millennium.

Public Housing, Poverty, and HOPE

With the decline of Jonestown's housing stock, Baltimore City Council passed two ordinances in 1950 that laid the groundwork for what would become known as *Lafayette Courts* and *Flag House Courts*—a public housing project which included three 12-story buildings. The two ordinances allowed the City to demolish 'substandard housing' and build new public housing projects. Urban Renewal policies and projects, occurring in large cities throughout the United States, altered both the social and physical fabric of American cities.

In Jonestown, the traditional rowhome typology, characteristic of Baltimore and built to accommodate industry workers and immigrants, was replaced with mid-rise and high-rise buildings capable of accommodating greater residential density. The Flag House Courts, which opened in 1955, offered 487 units, a playground, basketball courts, and a community center. However, 20 years after it was built, a lack of maintenance funding, overwhelming and lasting poverty, and the growth of the drug trade caused a conspicuous deterioration in both safety and living conditions. This decline was exacerbated in the late 1970's and 1980's as heroin and crack epidemics fueled violence, neglect, and social disunity. In the 1990's these challenges boiled over into open drug wars which saw bold lawlessness in the complex and left many community members concerned that they had been abandoned by the City.

In light of these conditions, the American Civil Liberties Union of Maryland filed a lawsuit in 1995 on behalf of public housing tenants claiming that the City and Federal Department of Housing and Urban Development (HUD) had deployed a systematic practice of segregation, providing unequal housing to white and black public housing residents. As part of the court settlement, HUD agreed to provide \$300 million to demolish and rebuild new, mixed-income and mixed-ownership housing that could help rebuild the neighborhood.

To make way for this new housing model (a form of the HOPE VI housing program), the Flag House Courts were imploded on July 4th, 2001. In learning from the failures of the urban renewal models of the 1950's, the HOPE VI program aimed to rebuild

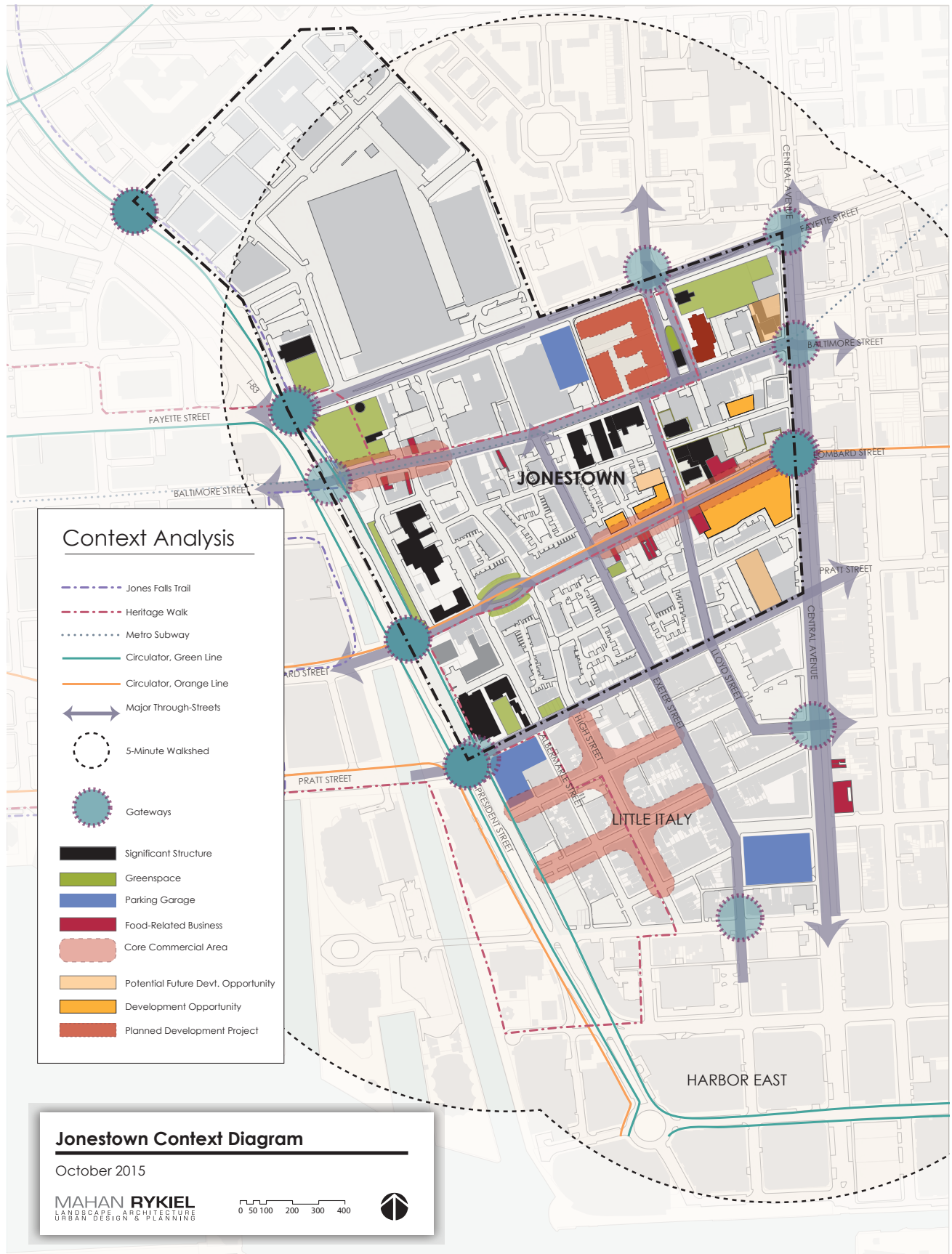


Figure 2. Composite Context Analysis

former public housing sites into “safe, structurally-sound, mixed-income communities with affordable market-rate homeownership and rental units.” Within the framework of this program, urban design, community services, and social interactions were emphasized to help restore the neighborly quality of urban districts.

The Albermarle Square development in Jonestown, one of a number of HOPE VI projects developed in Baltimore City during the first decade of the 2000’s, included 182 rental units, 144 market-rate owner-occupied units, and 10 affordable owner-occupied units. The plan for Albermarle Square also called for live-work units on Lombard Street, neighborhood open space, and a community center. However, these elements never fully materialized. Only the construction of the community center had been realized—but without funding for the programmatic elements (it was originally intended to provide neighborhood residents amenities such as internet, computer access, educational programs, and job training workshops). As a result, there are significant undeveloped parcels that leave Jonestown’s urban fabric incomplete. At the same time, the lack of live-work units has suppressed the development of active street life, while the limited open space has made meaningful outdoor recreational opportunities a challenge.

Despite the fact that the Albermarle Square development was not completed as planned, it has dramatically improved the character and quality of life in the Jonestown neighborhood. Its proximity to vibrant areas like Little Italy, Harbor East, and Downtown, as well as the scale of the new housing stock, accessibility, public

transportation, and a significant concentration of landmarks and institutions, leaves Jonestown with high development potential. The strategies and recommendations outlined in this report seek to build on Jonestown’s unique history and heritage, setting the stage for the growth of Baltimore’s oldest neighborhood.



Each year, the residents from the now demolished Lafayette and Flag House Courts reunite, keeping the social bonds close.

Physical Assessment

The physical character of Jonestown is defined by historical settlement patterns, landmark architecture, public housing projects, undeveloped opportunity parcels, open spaces, and roadways. These features are animated and connected by the people, businesses, street traffic, and sidewalk life of the neighborhood.

Planning

The Jonestown neighborhood is characterized by a high concentration of historic landmarks (eight total) and cultural institutions (five museums), as well as by undeveloped opportunity parcels remnant from public housing initiatives. As a result, the neighborhood is anchored, yet disconnected—leaving many of the landmarks and institutions isolated from one another. However, this diffuse urban fabric, which currently detracts from the overall character of the neighborhood, can also be viewed as a resource, representing opportunities for strategic infill that connects-the-dots and stimulates a more active, vibrant street life. The center of the neighborhood is defined by mid-density, mixed-income, and mixed-ownership development, which replaced a high-density, high-rise public housing project. The scale and proportion of the new housing stock relates well to the rowhouse typology characteristic of Baltimore, and particularly of Little Italy immediately south of Jonestown.

However, the limited retail activity and unrealized public open space within the residential core is a challenge to growth. On the edges, light industrial uses dominate the land uses—adding character

and authenticity to the neighborhood, while also contributing to its overall lack of clarity. The neighborhood's street grid is an asset which has potential to help overcome some these challenges, offering a more meandering alignment than is typical in other areas of the city, as well as small plazas that could be retrofitted as neighborhood green spaces. The character of this street network responds to the pre-development pathway of Jones Falls and provides unique vistas that open to neighborhood and city landmarks.

The context diagrams on pages 10 to 13 identify the community anchors, key land uses, commercial areas, and the public transportation network. The composite analysis diagram highlights the relationship of these elements and illustrates the importance of key streets and gateways. The Lombard corridor (a.k.a., “Corned Beef Row”) and the gateway at Lombard and Central represent major redevelopment opportunities capable of reenergizing the neighborhood. The Front Street corridor and its intersection at Baltimore and Fayette Streets, adjacent to the Metro Subway and Shot Tower respectively, also provide catalytic nodes that can be leveraged to spur growth.

ARCHITECTURE

Among its most notable architecture, Jonestown features the city's oldest religious structure (the Friends Meeting House, 1781), the third oldest standing synagogue in the United States (the Lloyd Street Synagogue, 1845), a Greek Revival Free School (built in 1833), and the Phoenix Shot Tower (which was the tallest building in the United States



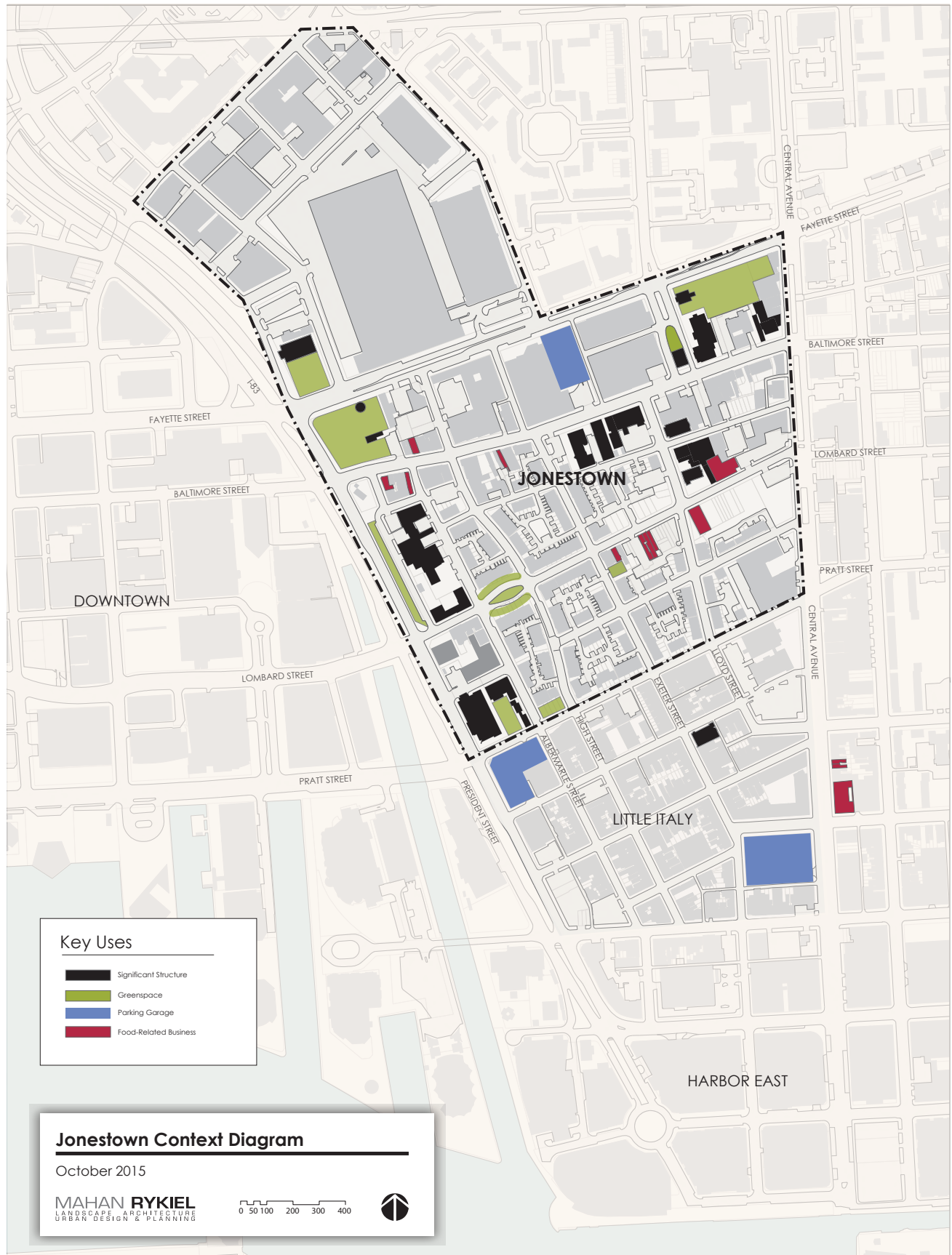


Figure 4. Key Uses

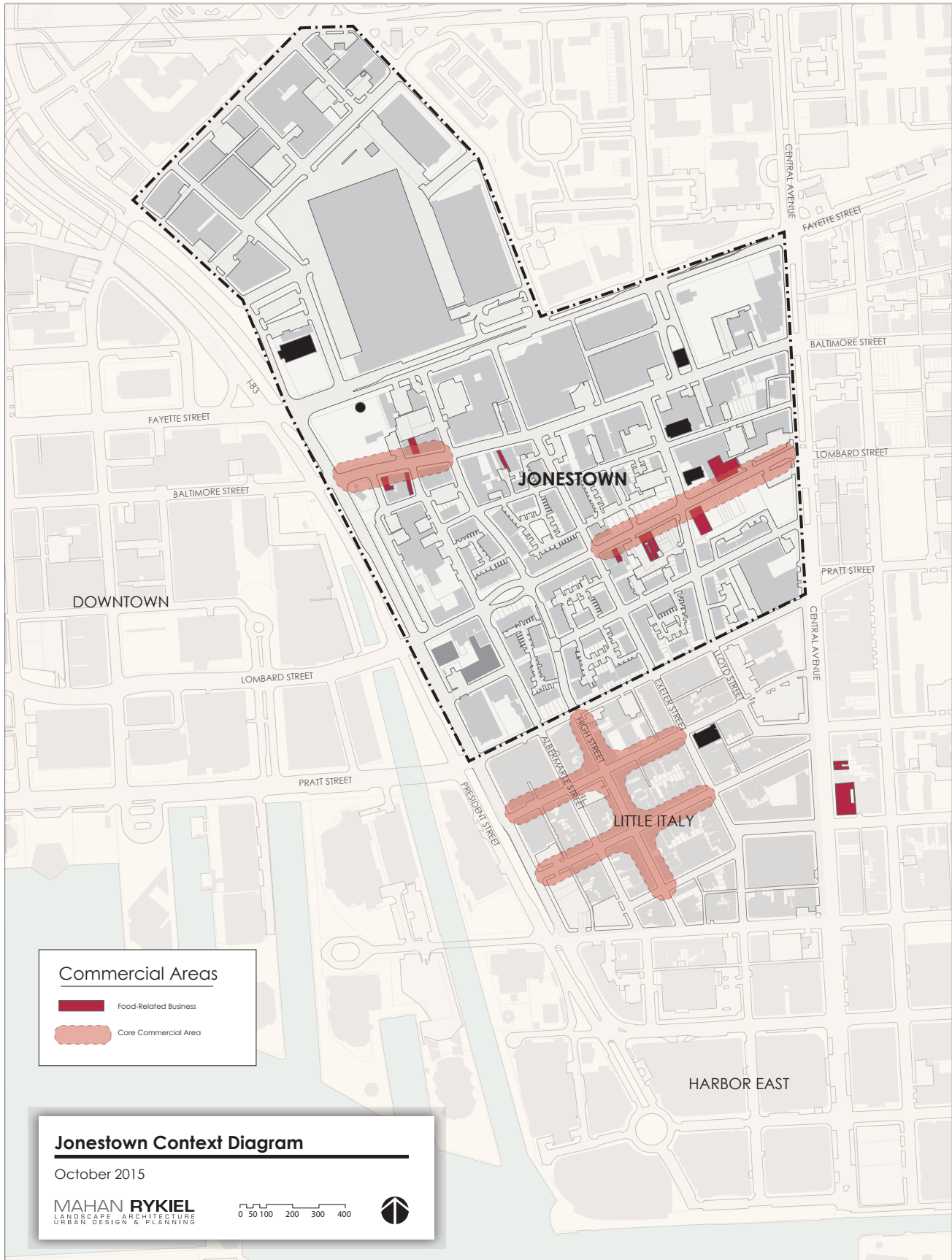


Figure 5. Commercial Areas

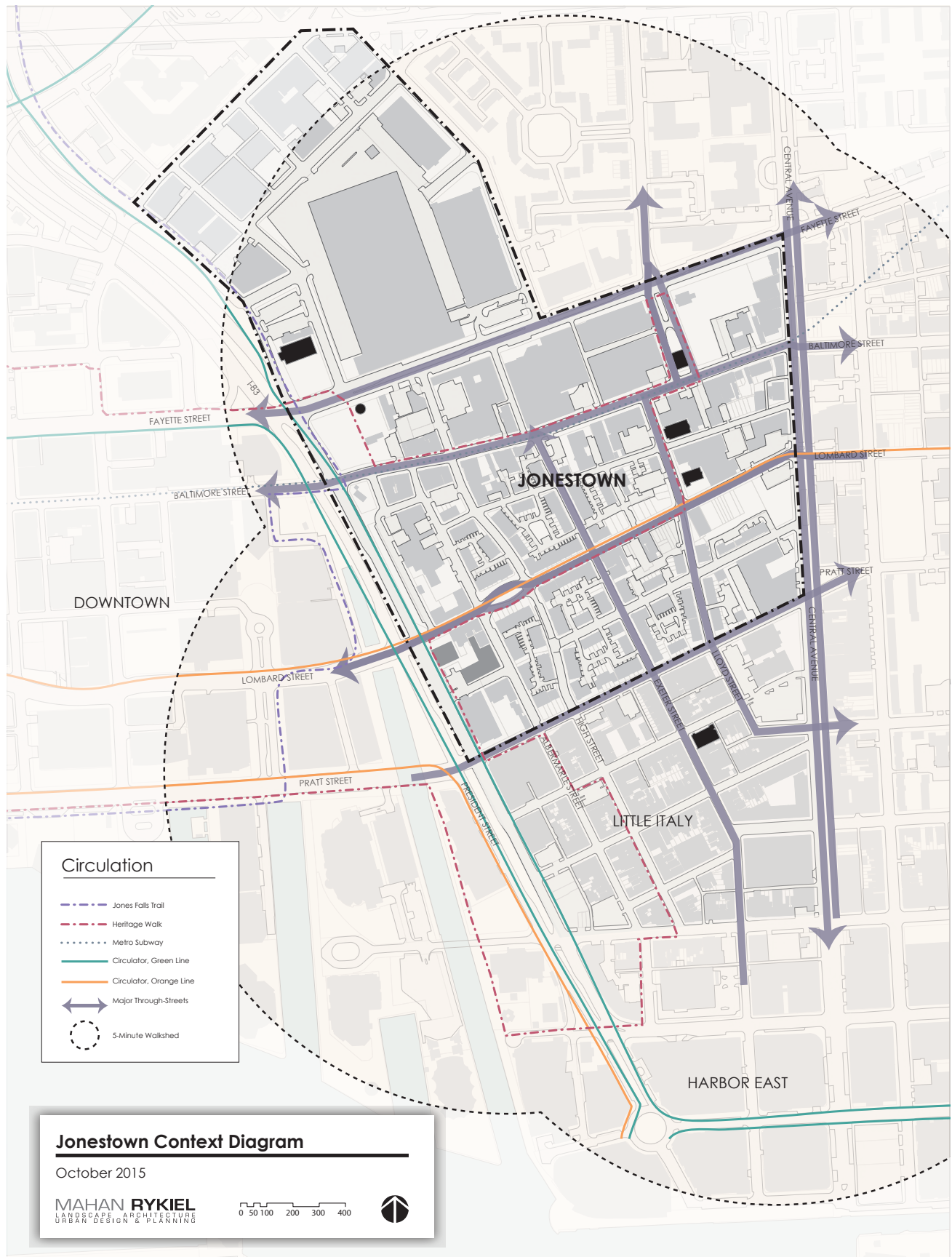


Figure 6. Circulation

when built in 1828). This sampling of architectural wealth is only a portion of what the neighborhood offers, ranging in styles from late 18th century Colonial buildings to contemporary architectural structures like the Reginald F. Lewis Museum. In addition to its iconic historical landmarks, there exist opportunities for adaptive reuse with period buildings like the Hendler Creamery (currently in advanced stages of project financing) and the Department of Public Works (DPW) Car Barn on Granby Street. Pockets of light industry provide grit and character to the neighborhood, while original rowhomes compliment the newly constructed Albermarle Square residential project. Between the structures, however, large tracts of undeveloped opportunity parcels and vacant lots detract from the integrity of the neighborhood's urban fabric. However, temporary structures, art exhibits, pockets parks, and other programming recommendations described later in the report can activate these spaces to spur development. Other architectural recommendations are made in the report as methods to establish aesthetic standards for future neighborhood development.

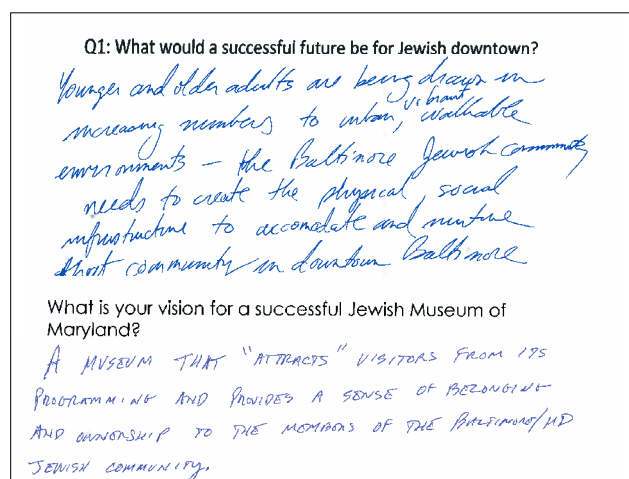


Figure 7. Sample Responses from Appreciative Inquiry

COMMUNITY IDENTITY ASSESSMENT

Currently, Jonestown experiences a number of identity challenges. First, it is not as widely marketed as a neighborhood as are other Baltimore neighborhoods, such as Little Italy, Pigtown, Federal Hill, Hampden, etc. Therefore, while there are numerous destinations and attractions within the neighborhood, Jonestown itself is not perceived as a destination. Second, many people, even residents in Baltimore, have no idea of Jonestown, its location, or its history. Third, the term "Jonestown" often conjures negative images associated with the Jonestown Cult in Guyana.

To understand more fully the community identity, as well as opportunities to overcome the challenges outlined above, a series of stakeholder engagement workshops were held to seek out the views of Jonestown residents, businesses, and institutions. The exhibits that follow highlight some of the exercises and statements made during the workshops which were incorporated into the strategies and recommendations in the report.



Figure 8. Participatory Mapping Exercise

A VISIT TO JONESTOWN

MAPPING THE EXPERIENCE

Based on your user profile, describe your experience. Focus on the ideal state.

15 YEARS.

FEELINGS
LOOK BACKS DON'T
WASTE ANYTHING TO
DO WITH JONESTOWN
PROPERTY - feeling
more eyes on street
- more secure

WHY DID YOU COME HERE?

- REASONING REASONING YOU'VE
- GROWING UP WITH THE HEAVENS.
- VISUAL STORIES / REASONING - EXTENSIVE
- SPENDING NEIGHBOURS - VISITING ONE FOR
- EACH OTHER - STAYING NEIGHBOURS

WHAT DO YOU KNOW ABOUT THE NEIGHBORHOOD?

- HAS OPEN SPACE WHERE CHILDREN CAN PLAY SAFELY
- REASONING AND BUILDINGS
- HASN'T LOST CHARACTER
- EX on many people - more fast on street, more use of metro, more urban
- GET RID OF HAVE THE STREETS - GIVE SOMEONE TRASH
- RED LINE - MAKING INTEGRATED SUBWAY SYSTEM LINK TO DC
- FEELING HAVE GONE AND REBUILT - JONESTOWN TAKES ADVANTAGE OF THIS
 1. VISUAL DETAIL LEARN
 2. 2- WAY STREETS
- COST PRICE PEOPLE STOP ON WAY HOME TO EAT BARTON
- JFK GONE - RIVERWALK

WHAT PLACES WILL YOU VISIT WHEN YOU ARE HERE?

- RETAIL STOPS
- HISTORIC STOPS - SEE JIM SONO - OTHER ANCHOR INSTITUTIONS
- EVENING HOURS
- JIM WILL BE CULTURAL CENTER / PERFORMANCE AREAS (6th and EYE)
- RESTAURANT / SEVEN HOURS - A PLACE YOU CAN RETURN INTERGENERATIONAL WORK
- GROWING SPACE
- REASONING REASONING HAVE - GOOD REASON PART OF NEIGHBOURHOOD NOT FORMER
- LEVERAGE VISITORS TO OTHER ACTIVITIES

WHAT ARE YOUR LEAST FAVORITE THINGS ABOUT THE NEIGHBORHOOD?

- HAVING BEEN GOOD DIVERSE PUBLIC SCHOOL
- RESIDENTS WILL COMPLAIN ABOUT RESTAURANTS / LACK OF PARKING - NEW TEASING
- MEETING WITH REASON OF INCREASED REC APPROPRIATE
- THINGS ATTRIBUTED - OPERATING BOUNDS ABOUT THERE
- CLOSING CHANGE STREET TO THINK OF NEIGHBOURHOOD OFFERS - APPROXIMATE WHAT WOULD THIS MEAN
- MAINTAINING WALKABLE PARKS

- HISTORY WILL BE SAFE - IT'S UNUSUAL - BUT SAFER TO EXPERIENCE
- SENSITIVE WITH DEVELOPMENT - NEED MORE CONCEPT
- GREAT ACTIVITIES / GREAT PERFORMANCE SPACE / OPEN SPACE USED FOR THINGS
- PROGRAMME SPACES

WHAT MAKES THIS NEIGHBORHOOD SPECIAL?

- SAFE NEIGHBOURHOOD - SAFE PLACE TO BE TO MORE RULE
- CHANGE IN ACTIVITIES

- LIVING HISTORY - GRANDCHILDREN MOUNT, PART INTO COMMUNITY

- CONNECTIONS TO OTHER NEIGHBOURHOODS
- PROMPTING DIFFERENT HISTORY FROM POINT OF VIEW

HOW IS THE NEIGHBORHOOD TELLING ITS STORY?

- TAX RATE
- CONTINUED DIALOGUE BETWEEN PEOPLE - CONTINUED NEIGHBOURHOOD DIALOGUE - BEING SAFE TO PROVIDE NEIGHBOURHOOD Model for existing
- NEW MODEL FOR VISUAL LIVING
- HOW DOES THE NEIGHBOURHOOD MAKE BALTIMORE A BETTER CITY?
- SET BACK FOR HOW YOU DO IT RIGHT

MAHAN RYKIEL

Jewish Museum of Maryland/Jonestown

July 7th, 2014

Figure 9. "Experience Audit" Board

Figure 10. Input Summary from Community Assessment

INSTITUTIONS

- » Jewish Museum of Maryland
- » Reginald F. Lewis Museum of Maryland African American History & Culture
- » The Flag House and Star Spangled Banner Museum
- » Phoenix Shot Tower & Carroll Mansion
- » Helping Up Mission
- » St. Vincent de Paul
- » McKim Center
- » B'nai Israel Congregation
- » Baltimore Rescue Mission
- » Gallery Church
- » Edgewood Management
- » Albermarle Square Community Association

BUSINESSES

- » Patisserie Poupon
- » Silver Moon
- » Attman's Deli
- » Lenny's
- » Weiss
- » Tavern 101
- » Fairfield Inn & Suites
- » 1840's Ballroom
- » 1840's Carrollton Inn
- » Sleep Inn & Suites
- » Holiday Inn Express
- » MDLogix
- » Sun Pride Nutrition
- » Asian Harbor
- » Top Round Carry-Out
- » The Cop Shop

INITIATIVES

- » Hendler Creamery Redevelopment
- » Ronald McDonald House
- » Central Avenue Streetscape Improvements
- » Exeter Gardens
- » Johns Hopkins University, CityLab
- » Baltimore National Heritage, Comprehensive Management Plan

ARCHITECTURE

- » Lloyd St. Synagogue
- » B'nai Israel Synagogue
- » McKim Center
- » Flag House
- » Phoenix Shot Tower
- » Carroll Mansion
- » Hendler Creamery Building
- » Baltimore Traction Co. Car Barn & Power House
- » 1023 East Baltimore
- » 1029 East Baltimore

OPEN SPACE

- » Exeter Gardens
- » McKim Park
- » Shot Tower Park

TRANSPORTATION & TRAILS

- » Charm City Circulator (orange & green lines)
- » Metro Station (Shot Tower)
- » Bus (07, 010, 020, 023, 030, 040, 10x)
- » Heritage Walk
- » Jones Falls Trail

Figure 11. Input Summary from Appreciative Inquiry

<p>What makes Jonestown special?</p> <p>Continued DIALOGUE BETWEEN DIVERSE PEOPLE; Architecture; SERVICE to the community; RICH CULTURAL HISTORY</p>	<p>Why did you come to Jonestown?</p> <p>History, HERITAGE; Church; MUSEUMS; Parking; VOLUNTEER OPPORTUNITIES; UNIQUE FOOD; Synagogue</p>	<p>What do you know about Jonestown?</p> <p>IMMIGRANTS, Quaker, Jewish, Christian—a MELTING POT; DISRUPTED; CENTRAL LOCATION; OPPORTUNITY</p>
<p>How is Jonestown telling its story?</p> <p>Heritage Walk; JEWISH MUSEUM OF MARYLAND; St. Vincent de Paul; HENDLER REDEVELOPMENT; JHU CITYLAB</p>	<p>What are your least favorite thing about Jonestown?</p> <p>VACANT LOTS, Fractured Community; INSUFFICIENT OPEN SPACE; Development Obstacles; LACK OF EVENING ACTIVITY</p>	<p>How does Jonestown make Baltimore a better city?</p> <p>Helping Up Mission; ETHIC OF CARE; Authenticity; HISTORIC PRESERVATION; Institutional Partnerships</p>



Market Overview of Jonestown

This section presents the findings of the market research for Jonestown and sets the stage for further analysis that can be used to understand the retail, residential, and service dynamics of the community. The goal of this market overview is to show community stakeholders and potential investors how to capitalize on the market opportunities in Jonestown and to leverage investments that sustain Jonestown as a viable community that includes residential, retail, institutional, hotel, and other uses. This section also presents opportunities for future growth in the market that will be sensitive to the character of the neighborhood. The overview is divided into three sections.

SECTION 1 | MARKET DEFINITION

The market definition, based on Nielsen data, represents the 2015 market estimates for the defined project area.

SECTION 2 | MARKET SNAPSHOT

The market snapshot shows retail/restaurant gaps between consumer demand and retail sales in Jonestown's primary trade area, residential growth projections, and a profile of existing businesses in the area. This information is based on the most recent data available and is a reliable source for understanding overall market patterns.

SECTION 3 | OBSERVATIONS AND CONCLUSIONS

To conclude, this market overview will summarize Jonestown's current market opportunities that could be exploited to both enhance existing businesses and residential development as well as recruit potential complementary residential and business growth.

I | Jonestown Neighborhood Market Definition

For the purposes of the market overview, the Jonestown neighborhood was analyzed using a polygon that mimicked the neighborhood boundary of Jonestown, as defined by Live Baltimore and included in the study area for the project.

POPULATION DEMOGRAPHICS

Within the area, the 2015 estimated population is 879 residents. Jonestown has undergone some dramatic population changes since 2000—after Flag House Courts was vacated in 1998 and 1999 and imploded in 2001. Records indicate that the population of Flag House Courts officially stood at 1200, with numerous squatters occupying vacant units. By the 2000 Census, the population of the neighborhood had plummeted to 283 residents. After the demolition of Flag House Courts, a Hope VI project constructed new mixed-income units in the neighborhood, causing the population to rebound to 762 residents by 2010. By 2015, the population was still increasing and it is projected to reach nearly 1000 residents by 2020.

The median age of Jonestown is quite young, at 31.8, compared with 33.9 in the ZIP Code and slightly over 35 in Baltimore City. Being a young neighborhood means that there will be a relative transience in the neighborhood as residents will use the community as a transition to other housing. One distinguishing feature of Jonestown as compared with the 21201 ZIP Code is the predominance of families. A total of 57% of households in Jonestown are families, compared with only 33% in the 21201 ZIP Code. Jonestown clearly has a unique profile within the overall ZIP Code with 25% of the population under the age of 18, while the ZIP Code has 13% under the age of 18.

This population composition suggests some unique physical strategies for the neighborhood—such as open space and playgrounds for children—and ongoing marketing of Jonestown as a neighborhood conducive to raising families.

INCOME DEMOGRAPHICS

Income demographics present a more challenging picture for Jonestown. The median household income level is \$32,907 for Jonestown. This is less than the national median at \$53,046, and likewise less than Baltimore's median household income of just over \$40,000. The overall ZIP Code's median household income is even lower still, at \$29,108. However, when Harbor East is singled out as a neighborhood, the stark contrast of income levels becomes apparent where the median household income is \$64,337.

This disparity presents a set of challenges, but also potential opportunities for Jonestown. A challenge would be the ability to maintain the community as

an affordable opportunity to live close to jobs within the immediate area and good transit connections to other parts of the region. The opportunity is for Jonestown to continue to strive to be a truly mixed-income community.

HOUSING DEMOGRAPHICS

Another way to look at economic prosperity in a community is through housing issues. Jonestown is largely a rental neighborhood with 64% of the housing stock rented and 36% owner-occupied. This trend continues into the entire ZIP Code (with a 78% renter rate) and Harbor East (with a 66% renter rate).

The median owner occupied housing value in Jonestown is \$264,130, which is significantly higher than Baltimore as a whole but significantly lower than Harbor East, where the median owner-occupied home is valued at \$328,952. Jonestown presents a relative value proposition for residents when the location, housing value, housing stock, and proximity to the amenities of the downtown are factored together.

2 | Market Snapshot

RETAIL MARKET

In this section, the Jonestown retail market is examined to identify potential opportunities for new or expanded stores by examining “retail leakage.” This allows the community to assess what kind of additional stores might be attracted to Jonestown and will help individual, existing businesses understand how they might diversify product lines.

Retail leakage refers to the difference between the retail expenditures by residents living in a particular area (here, Jonestown) and the retail sales produced by the stores located in that same area. If desired products are not available within the area, consumers will travel to other places or use different methods (for example, online shopping) to obtain those products. Consequently, the dollars spent outside of the area are said to be “leaking” retail sales. Even large neighborhoods may see leakage in certain retail categories, while some small neighborhoods may be attractors in certain categories.

However, the leakage study in this report only examines the leakage for Jonestown as a neighborhood. A successful store or restaurant model might capture from well beyond the neighborhood and could foster a strong visitor market as well.

Jonestown represents a relatively small retail market, both from a demand standpoint and a supply standpoint. Retail market demand in Jonestown is \$10.9 million in 2015, while retail supply is \$13.8 million. The supply exceeding the demand (by \$2.9 million) is a consequence of dining establishments and a function of the allocation model used for such a small geography. It is likely that some Inner Harbor and Little Italy restaurant sales are being allocated to Jonestown. With the exception of restaurants, the market completely leaks sales.

This bigger challenge for Jonestown is its proximity to major retail development in the Inner Harbor and Harbor East. The 21202 ZIP Code shows consumer demand at twenty-six times that of Jonestown (\$265 million) and retail supply of a remarkable \$661

million. This ZIP Code imports \$396 million dollars in sales each year. Within steps of the neighborhood, retail opportunities abound—whether or not these retail stores match the income levels for residents of Jonestown is an entirely different issue and one that requires some degree of fine-grained examination.

HOUSING MARKET ANALYSIS

With ongoing population growth projected in the neighborhood and in the greater area, the potential for new housing in the future is likely to be strong. The community can expect to add about six to seven new households per year over the foreseeable future. This bodes well for existing developments that have stagnated after the recession of 2008 and presents opportunities for new residential development in the future. In all likelihood, without creative homeownership techniques incorporated into the plan, future residential development patterns will mimic the existing 66% rental versus 33% owner-occupied trend.



The Albermarle Square residences were developed in the early 2000s

3 | Key Observations and Conclusions

The market potential for Jonestown combines many different facets of the data gathered above. Not simply a collection of numbers, markets depend on both quantitative and qualitative information.

- There are opportunities for limited additional retail in the neighborhood. These opportunities will need to be highly niche-oriented and specialized, similar to what is already in place. East Lombard Street near to Central Avenue represents the best opportunity for a cluster of retail development.
- It is likely that retail/dining will be niche-oriented—perhaps capitalizing on the heritage of the neighborhood—and may be induced by partner groups who endeavor to offer something unique in the market.
- Residential development is likely to pick back up over the coming years with pressure for residential coming from the build out of Harbor East and for prospective residents wanting to capitalize on Jonestown's strategic location and outstanding stock of major buildings. The Hendler Creamery is a strategic opportunity for Jonestown to anchor the neighborhood with substantial residential to the north.
- Major investment sites along Central Avenue and East Baltimore Street could be a variety of uses not easily quantified in a market study—makerspaces, creative

educational spaces, and similar uses could find unique locations in or near Jonestown.

- Looking forward, Jonestown has a critical opportunity to market its collection of cultural attractions to reinforce its desirability as a place to live, visit, and invest. It will be pivotal for key institutions to tap their resources to creatively invest in residential and retail development in the community.

Ultimately, Jonestown has the opportunity to seize its important role in the history of the City, present the rich layers of history to visitors, and cultivate community pride through this remarkable story.

RECOMMENDATIONS

Strategies

By way of the community assessment and stakeholder engagement process, the planning team worked with stakeholders to develop a series of short, mid- and long-term recommendations to realize the vision for Jonestown. The recommendations are organized under four over-arching strategies; however, many of the recommendations are inter-related and support multiple strategies. The four strategies are summarized below and the recommendations for each are described in detail in the pages that follow. Some of recommendations are program related while others are physical recommendations—which are identified on the Illustrative Vision Plan described on the following pages.

STRATEGY I: PROGRAMS AND OPERATIONS

***Activate & Engage Residents and Community Anchors:** Jonestown will activate and cultivate its leadership, both in the residential and institutional communities to help spur neighborhood revitalization, enhance program offerings, and ensure accountability to the implementation of the vision and master plan.*

STRATEGY II: IDENTITY

***Define the Community Image:** Jonestown will embrace its authentic identity as a culturally and economically diverse community—one that is grounded in its heritage and the legacy of its people, fueled by opportunities for engagement, and celebrated for service to the City.*

STRATEGY III: DEVELOPMENT

***Invest in Identity:** Development in Jonestown will support the community identity—growing neighborhood wealth with projects that support a triple bottom line, incubate social enterprises, strengthen social impact housing, and encourage businesses that promote cultural consumption and production.*

STRATEGY IV: PUBLIC REALM

***Stimulate and Steward Open Spaces and Streetscapes:** Jonestown will expand and enrich opportunities for outdoor leisure and recreation—creating temporary enhancements, upgrading existing park spaces like McKim Park, providing new play and educational spaces for youth, and enhancing streetscapes for visitors and residents alike.*





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Illustrative Vision Plan

The Illustrative Vision Plan (fig. 17, p. 30) identifies specific physical enhancements planned and/or recommended for Jonestown over the long-term. An interim plan (fig. 16, p. 29) is also illustrated to show how longer-term redevelopment can initially be phased in the early years. Some of these enhancements are located within the public realm (e.g., streetscapes, sidewalks, public open spaces, etc.) while others are located on private property (should the property owners wish to implement the potential enhancements). The physical enhancements are described in detail under Strategies III and IV, later in this chapter.

ILLUSTRATIVE VISION PLAN DESCRIPTION

The Jonestown boundary includes an area north of Fayette Street. The focus of this visioning effort, however, is for the area bounded by President Street, East Fayette Street, Central Avenue, and East Pratt Street. A significant portion of the neighborhood includes the Albermarle Square development, and most of Jonestown is already developed with a mix of uses. As described earlier, there are significant development opportunities concentrated in the eastern portion of the neighborhood, with other opportunity areas also along the western boundary.

The development opportunities within the eastern portion of the neighborhood include the planned projects for Hendler Creamery redevelopment and a new Ronald McDonald House facility—both of which will serve as anchors along East Baltimore and Lloyd Streets. Additionally, the potential for multi-story mixed-use development on numerous vacant parcels along East Lombard Street, Lloyd Street, and Central Avenue is illustrated. This development is comprised of buildings oriented to the street with any on-site parking located behind. In addition to the development of vacant parcels, the plan also shows the potential for long-term expansion to the Jewish Museum of Maryland Herbert Bearman campus within its existing landholdings in addition to opportunities for expansion that could be developed in a manner to also reinforce and activate street edges. The Department of Public Works (DPW) Car Barn building (once the Granby Street Central Stables Building, and also referred to as the “Pratt Street Car barn”) is also identified as a significant opportunity for the community. Additionally, development and expansion opportunities are shown in the western portion of the neighborhood, including the site of a business along East Baltimore Street and the Carroll Museums.

Public realm enhancements include streetscapes and sidewalks, existing parks, and new park spaces. Anchoring the neighborhood’s open space system are the planned improvements for McKim Park, which are being designed by the Baltimore City Department of Recreation and Parks in coordination with the Ronald McDonald House and Hendler Creamery developments. In addition to McKim Park, the plan illustrates potential enhancements to other

existing park and open spaces to make them more viable for positive activity. These include St. Vincent de Paul Park (privately-owned), Shot Tower Park, and Lombard Square. Newly proposed open spaces include a centrally located community playground, to serve Albemarle Square, and several potential pocket parks centrally located on private property near the intersection of Lloyd and East Lombard Streets. Streetscape enhancements, primarily in the form of traffic calming are illustrated for East Lombard, East Baltimore and Lloyd Streets. These streetscape enhancements will not only improve walkability and pedestrian safety within the neighborhood, but will also help better visually connect land uses.

Regardless of the nature of the development summarized above and described in detail later, the development programs should provide for uses that complement existing uses and that activate ground floors. Similarly, enhancements to open spaces and streetscapes should focus on enhancing visibility into and out of these spaces, programming them and improving the edges with active uses. Specific projects are described in Strategies III and IV.



Figure 15. Perspective Views of the Illustrative Site Plan



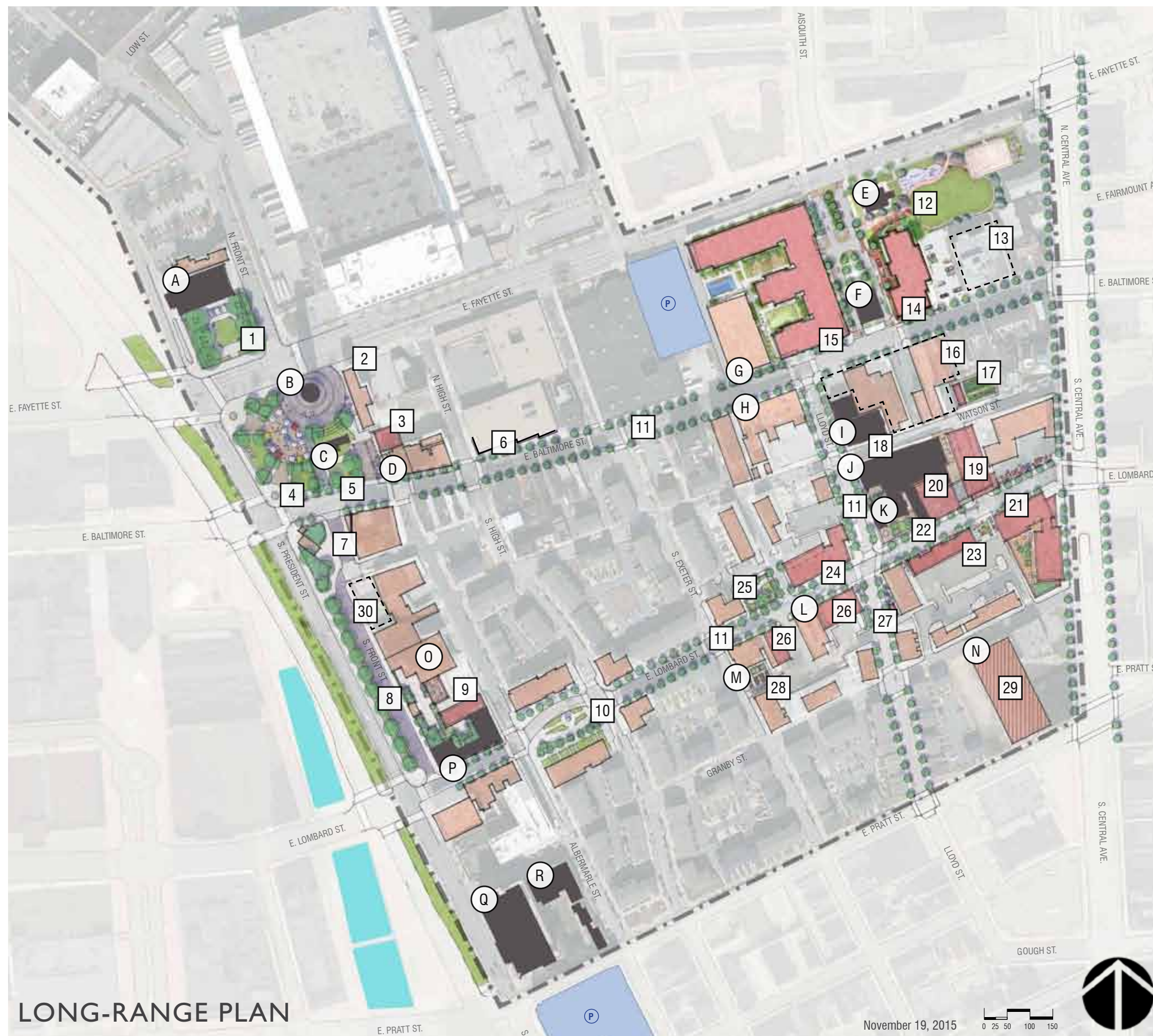
Figure 16. Interim Illustrative Vision Plan

LEGEND

- A St. Vincent de Paul Church
- B Baltimore Phoenix Shot Tower
- C Women's Civic League
- D Patisserie Poupon
- E Old Town Friends Fellowship Quaker Meetinghouse
- F McKim Free School
- G Hendler Creamery Building
- H Helping Up Mission
- I Lloyd Street Synagogue
- J Jewish Museum of Maryland at the Herbert Bearman Campus (JMM)
- K B'nai Israel Congregation
- L Attman's Delicatessen
- M Exeter Street Gardens
- N Granby Street Central Stables Building (Car Barn)
- O 1840s Ballroom
- P Carroll Museums
- Q Reginald F. Lewis Museum
- R Star Spangled Banner Flag House

Proposed/Potential Enhancement & Development Projects

- 1 Potential St. Vincent de Paul Park Enhancements
- 2 Potential Reuse/Redevelopment to Activate Shot Tower Park
- 3 Potential Bakery/Business Expansion
- 4 Shot Tower Park Enhancements and Event Space
- 5 Potential Flexible Space - Shared Parking/Outdoor Dining
- 6 Public Art Opportunity
- 7 Gateway Billboard
- 8 Front Street Improvements and Special Event Space
- 9 Potential Carroll Museums Expansion
- 10 Potential Lombard Square
- 11 Streetscape and Traffic-Calming
- 12 Planned McKim Park Enhancements
- 13 Potential Facade Improvement Opportunity
- 14 Planned Ronald McDonald House
- 15 Planned Hendler Creamery Residential Development
- 16 Potential Facade/Redevelopment/Reuse Opportunity Should Businesses Relocate
- 17 Watson Street Farms Urban Agriculture/Open Space
- 18 Watson Street Event Space
- 19 Potential Upper Level/Lower Level Parking
- 20 Potential JMM Short-Term Expansion
- 21 Jonestown Gateway Mixed-Use
- 22 Lombard Street Pocket Park
- 23 Pop-Up Retail/Museum Exhibits
- 24 Lombard at Lloyd Mixed Use (Retail and Residential)
- 25 Community Playground
- 26 Potential Future Infill Development Sites
- 27 Lloyd Street Pocket Park
- 28 Pedestrian-Friendly Alley Connection
- 29 Significant Re-Use Opportunity



LEGEND

- A St. Vincent de Paul Church
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- 13 Potential Facade Improvement Opportunity
- 14 Planned Ronald McDonald House
- 15 Planned Hendler Creamery Residential Development
- 16 Potential Facade/Redevelopment/Reuse Opportunity Should Businesses Relocate
- 17 Watson Street Farms Urban Agriculture/Open Space
- 18 Watson Street Event Space
- 19 Potential Upper Level/Lower Level Parking
- 20 Potential JMM Short-Term Expansion
- 21 Jonestown Gateway Mixed-Use
- 22 Lombard Street Pocket Park
- 23 Lombard Street Mixed-Use (Retail and Residential)
- 24 Lombard at Lloyd Mixed-Use (Retail and Residential)
- 25 Community Playground
- 26 Potential Lombard Street Mixed-Use (Retail and Residential)
- 27 Lloyd Street Pocket Park
- 28 Pedestrian-Friendly Alley Connection
- 29 Significant Re-Use Opportunity
- 30 Potential Infill/Expansion Opportunity to Engage Front Street

Figure 17. Illustrative Vision Plan

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Strategy I: Programs and Operations

Activate & Engage Residents and Community Anchors: Jonestown will activate and cultivate its leadership, both in the residential and institutional communities to help spur neighborhood revitalization, enhance program offerings, and ensure accountability to the implementation of the vision and master plan.

A | Grow Historic Jonestown, Inc.

Expand the capacity of Historic Jonestown, Inc., to operate as the community's implementation arm, collaborating with partners from the public, private, and non-profit sectors. Many of the recommendations in the vision and master plan require a dedicated community anchor to guide their implementation and follow through. Whereas Historic Jonestown, Inc., has an array of institutional partners both within and outside the neighborhood, the organization has no dedicated staff, which limits its capacity to advance the outcomes of the plan. As such, the board of Historic Jonestown, Inc., should:

- Develop a strategic plan to guide the growth of the organization and its implementation of the plan.
- Secure funding for a full-time executive director to lead Historic Jonestown, Inc.

During the early stages of development, board members should commit to guiding and supplying both the human and financial capital needed to build organizational momentum. This investment should have clear time frames and be earmarked for targeted needs such as fundraising, marketing, communications, and programs. The board of



Historic Jonestown, Inc., should plan to stay active in organizational development and work to diversify its leadership to include residential, institutional, and private partners.

B | Strengthen Neighborhood Web Presence

Continue to develop Jonestown's web presence with a multi-faceted media strategy that highlights activities, businesses, organizations, and opportunities in the neighborhood. Utilize the neighborhood's new brand and the launch of new website for Historic Jonestown, Inc., as an opportunity to create a vibrant online platform for Jonestown. Establish social media channels on Facebook, Twitter, and Instagram to cross-post content and expand the reach of Jonestown's digital message. Develop a:

- Calendar of events that includes information on all the activities in the neighborhood
- Directory of businesses, organizations, and/or venues that offer services, products, and/or spaces for special events in the neighborhood

Until a dedicated staff member (volunteer, intern, etc.) of Historic Jonestown, Inc., can be tasked with

regularly managing the online content, contributing entities should upload their own information to the website, with a board member of Historic Jonestown, Inc., serving as a moderator.



Figure 18. The new Historic Jonestown, Inc., website

C | Building Partnerships

Establish short and long-term partnerships that strengthen the strategic interests of Jonestown. Identify potential collaborators from the public, private, and non-profit sectors (i.e. institutions, organizations, businesses, and others) that have the capacity and interest to engage the neighborhood in developing recommendations from the vision plan, as well as, other strategic and/or emergent opportunities for the neighborhood. Consider how each of the partners can contribute to and benefit from Jonestown's revitalization, articulating clear pathways for both short and long-term collaborations. To advance this effort, Historic Jonestown, Inc. and/or other neighborhood stakeholders should develop a pitch book that outlines key opportunities using

the vision plan as a guide. In addition, partnership events should be explored that bring together allied entities (e.g. museums, developers, etc.) to learn about targeted opportunities and serve as professional networking events.

D | Hold & Promote Regular Events

Carefully consider new events and build upon existing events to drive traffic to Jonestown and its businesses and attractions. Work among partner organizations, particularly cultural institutions, to hold a variety of events throughout Jonestown that help build community and bring more exposure to the neighborhood for potential investors, residents, businesses, and visitors. Explore creating a series of small, regularly scheduled events that would cultivate visits from local and regional customers and familiarize visitors with the community. These events may include heritage-related programs, children's art displays, outdoor movies, "pop-up" retail/museum exhibits, food truck gatherings, music events, and/or museum strolls, among other possibilities. Some events and activities currently being planned or already underway include:

- **EARLY SPRING, Light City:** Scheduled for March 28 through April 3 2016, Light City is large-scale, international light festival that fuses art, music, and innovation. Light City's program will include day-time programming that stimulates creative ideas and learning in the fields of design, technology, art, culture, and more. At night, the Inner Harbor will be illuminated with light installations, performances, and live music—re-imagining and invigorating the space. In conjunction with Light City, Historic

LIGHT CITY BALTIMORE

Light City Baltimore will be the first large scale, international light festival in the United States



The Jonestown Heritage Walk invites visitors to explore the neighborhood's history and culture.

Jonestown, Inc., hopes to provide a “Jog and Learn” experience— opening its historic venues early in the morning to give the neighborhood exposure during this event. The JMM has also volunteered to host one of the *Light City U* hands-on experiences and will seek partnerships with Jonestown neighbors in maximizing community visibility during this activity. Plans are also being developed to expand this event, if Light City successfully returns in 2017.

- **LATE SPRING, Jonestown Heritage Day:** Jonestown's four leading cultural institutions—the Reginald F. Lewis Museum, the Carroll Mansion, the Star Spangled Banner House, and JMM—have begun planning a Memorial Day weekend event to blend cultural performances with historic sites. The concept is similar to a “First Night,” with multiple local performing groups in each of the four venues in a single afternoon (with additional consideration of the possibility of adding other historic sites, like the McKim Center, to the list of venues). Street performers and tour docents along Pratt and Lombard Streets would add to the festive atmosphere. The institutions hope to mix and match cultural performers to encourage people to explore environments they might otherwise never visit (e.g. salsa musicians at JMM, klezmer at the Lewis). The intent is to make this an annual event.
- **SUMMER, Movie Nights:** In Summer 2015, the Jewish Museum of Maryland launched a series of films as part of their Cinema Judaica

program. The series extended to the outdoors, where the JMM utilized the surface parking lot on Lloyd Street as the venue. Future programs could build upon the success of this first film series and become an annual series for Jonestown, expanding to include all of the cultural institutions within the neighborhood.

- FALL, Baltimore Heritage Trail & App: This heritage trail is approximately three miles in length and links 20 historic sites and museums in Baltimore—eight of which are located in Jonestown. The Heritage Trail was the first of its kind in Baltimore when it was established in 2005, and it was instrumental for the growth and early development of Historic Jonestown, Inc. Plans are currently underway amongst the JMM, Reginald F. Lewis Museum, Star Spangled Banner House, and Carroll Mansion to develop an app for self-guided tours of the Heritage Walk.

Venues may include temporary closures to streets and alleys, parking lots, vacant lots, or community park spaces, among other spaces. These venues are identified and described later in this report.



August 2015 Outdoor Movies, Sponsored by JMM



“The Gathering,” a food truck rally, in Remington



A poster for the JMM “Cinema Judaica” Exhibit



E | Façade Improvement Program

Develop a façade improvement program for the neighborhood. Work with the Baltimore Development Corporation (BDC) to evaluate façade grants that are available for businesses and property owners. Resources are available for businesses and property owners within a commercial district to enhance front façades, upgrade signage, provide awnings, etc.

As a result of our conversations with the BDC for this plan, we confirmed that Jonestown is included in their city-wide façade improvement program. More information on this program is available through their website (<http://baltimoredevelopment.com/for-business/assistance-programs-tax-credits/facade-improvements/>).

In identifying façade opportunities, it is important that improvements be sensitive to the integrity of

the building and the neighborhood. As Historic Jonestown, Inc., continues to grow, the organization may consider using the National Main Street Program model and establish a design committee to facilitate property/business owners navigate the façade improvement process.

For facades of structures located within the Commission for Historical and Architectural Preservation (CHAP District), enhancements will need to follow the Baltimore City Historic Preservation Procedures and Design Guidelines.

While façade improvements can (and should) be considered throughout Jonestown, there are several strategic opportunities for specific buildings. These are located along East Baltimore Street, near the intersection of East Baltimore and Lloyd Streets, and along Lombard Street. These are described in more detail under Strategy III.

F | Maintenance Program

Develop programs, resources and partnerships to address maintenance issues within the neighborhood.

With the investment in park spaces and streetscape elements as described later in this report, it will be important to provide a mechanism for watering these during dry periods. Flower pots and hanging baskets need to be watered daily during the hot summer and trees at least weekly. In addition, it will be important to reapply or repaint crosswalk markings on a regular basis as they fade.

Perhaps the most important element of a maintenance program is trash pickup. Historic Jonestown, Inc., should work with businesses, residents and other partners to work with the City to develop additional tools to address littering. Anti-litter attitudes need to become part of the culture of the neighborhood and involve citizens, business and property owners, houses of worship, cultural institutions, schools and other organizations.

G | Neighborhood Security

Work with partners to enhance security and perceptions of security within the neighborhood. Work with the Baltimore City Police Department and other partners to enhance security. In particular, incorporate CPTED (Crime Prevention through Environmental Design) principles into streetscape design and redevelopment projects as they are implemented. Important components of CPTED include creating a sense of ownership in the public realm and providing for “natural surveillance.” Essentially, buildings with windows and activated first floors and the use of vegetation that doesn’t block sight lines allows for “eyes on the street.”

As Historic Jonestown, Inc., matures, the organization may consider providing street ambassadors to increase the sense of security in the neighborhood and provide resources for visitors. In particular, there may be an opportunity to partner with Helping Up Mission and their community service program.

H | Annual Jonestown Summit

Consider conducting an annual summit to report upon and celebrate implementation progress. As described in the implementation section of this report, consider an annual summit where implementation partners can review progress on projects and adjust the implementation matrix as necessary to recognize any changes that have occurred during the course of the year. This is also a good opportunity to celebrate successes and energize partners for the coming year.

JONESTOWN BRAND STATEMENT

WE ARE JONESTOWN



Jonestown is a neighborhood of beginnings, firsts, and discoveries. Here, layers of history are told through landmark buildings, inside simple storefronts, and on stone-paved streets. These layers converge to tell a story not only of our city, but also of our country. It is a story of striking figures and humble people, remarkable events and stirring narratives, majestic landmarks and unassuming buildings, the movement of people and people building movements.

Founded three years after Baltimore Town, Jonestown would evolve as a place where those seeking to make their way in a booming city would get their start. The home of a signer of the Declaration of Independence sat side-by-side with modest houses, churches, and synagogues where immigrants lived and worshipped.

It is Jonestown where a woman business owner sewed the flag that would fly over Fort McHenry and inspire our National Anthem.

It is Jonestown where what was once our country's tallest building still stands sentinel as a lofty landmark.

It is Jonestown where early Quaker settlers established a free school that continues serving the community to this day.

It is Jonestown where the early seeds of the Civil War were planted, growing into a divide that pit neighbor against neighbor.

It is Jonestown where immigrants built a thriving center of commerce and culture that would be a cornerstone of the Jewish community for over a century.

It is Jonestown where we honor the achievements of the successful businessman Reginald Lewis mere blocks from docks where slaves were once sold.

It is Jonestown where people from all walks of life still live, worship, work, eat, and play. It is this place where those with roots in Ireland, Germany, Lithuania, Italy, and Africa found their home. It is this place where we give conscious care for those without advantage or privilege.

It is this place where the history of Baltimore unfolds into the history of America.

We invite you to explore Baltimore's first neighborhood.

Jonestown, where proudly we live.

Proudly we work.

Proudly we worship.

Proudly we serve.

Proudly we hail.

Strategy II: Identity

Define the Community Image: Jonestown will embrace its authentic identity as a culturally and economically diverse community—one that is grounded in its heritage and the legacy of its people, fueled by opportunities for engagement, and celebrated for service to the City.

A | Community Brand

The opportunity exists for Jonestown to seize control of its image and identity as an authentic mixed-use neighborhood and create a distinct community brand. To do so will take many partners and a cohesive strategy to brand Jonestown in an authentic way. The term “community brand” is often difficult to understand. A community brand is more than a logo or a tagline, it is a promise a place makes with people. Unlike companies that have centralized control of their brand message, communities must have an identity system that is compelling enough to convince residents, stakeholders, and decision makers to “buy into” this identity. This is no small task.



BRAND VALUES

At the end of the day however, Jonestown should establish its own brand values that it will use to guide these constituent groups to believe in and adopt the system. For Jonestown the brand values are as follows:

- Jonestown is its own neighborhood. It is a place that deserves its own identity, not one that is absorbed by adjacent neighborhoods. It is a place where people live, worship, work learn and visit.
- Jonestown is an authentic place. It is not a location that has been “dressed up” to impress tourists or filled with precious shops, but rather, it is a place with independent businesses and institutions that coexist to serve their customers.
- At the base of the Jones Falls, Jonestown has a rich history dating to a time before it was part of Baltimore. The street grid, the diverse collection of landmark buildings and the compelling community narratives are indicative of a place with a rich history. Even so, the neighborhood must continue to evolve while embracing its heritage.

BRAND ATTRIBUTES

Unlike brand values, brand attributes are more “technical” in nature. They are the tools that the graphic artist uses to construct the tools to market the community. For Jonestown, the brand attributes are as follows:

- **Typefaces:** The typefaces for Jonestown combine a playful and contemporary italicized sans serif design with a block letter serif that connotes both the neighborhoods look to the future and its historic nature.
- **Colors:** The colors for Jonestown include a primary palette of four bold colors (in addition to white) including red, blue, gold and black. The red, white and blue serve as a reference to the American flag sewn in Jonestown; the red, white, gold and black serve as a reference to the Maryland flag; and the gold and black reference the colors of the Baltimore Flag. Additionally, the color palette includes at least two of the colors found in each of the five flags most representative of the immigrant culture of Jonestown including German, Pan-African, Italian, Lithuanian and Russian.
- **Logo:** The logo for Jonestown is based on an abstraction of the tattered flag that flew over Fort McHenry and utilizes the colors described above. The abstraction separates the flag’s “stripes” into 8 diamonds, reminiscent of the diamond forms found in the Maryland and Baltimore flags and also alluding to the 8 primary landmarks in the neighborhood. Finally, the negative space of the tattered edge alludes to the Star of David

and the neighborhood’s strong foundation in the Jewish culture for over 100 years.

- **Tagline:** To explain the tagline, the project team has prepared what we call a brand statement for Jonestown. This statement is designed so that audiences can use it altogether in rare occasions where a summary of all that the neighborhood offers is warranted or can be pieced apart to market a particular aspect of Jonestown. The brand statement components can form the core of an ad campaign for the neighborhood.

These brand attributes form the foundation of the brand itself and can be used to deploy a series of additional marketing recommendations as described on the following pages.



The logo reads well in a variety of color variations, including single color reversed, as shown here in each of the brand colors.



Figure 19. Evolution of the Jonestown Neighborhood Logo

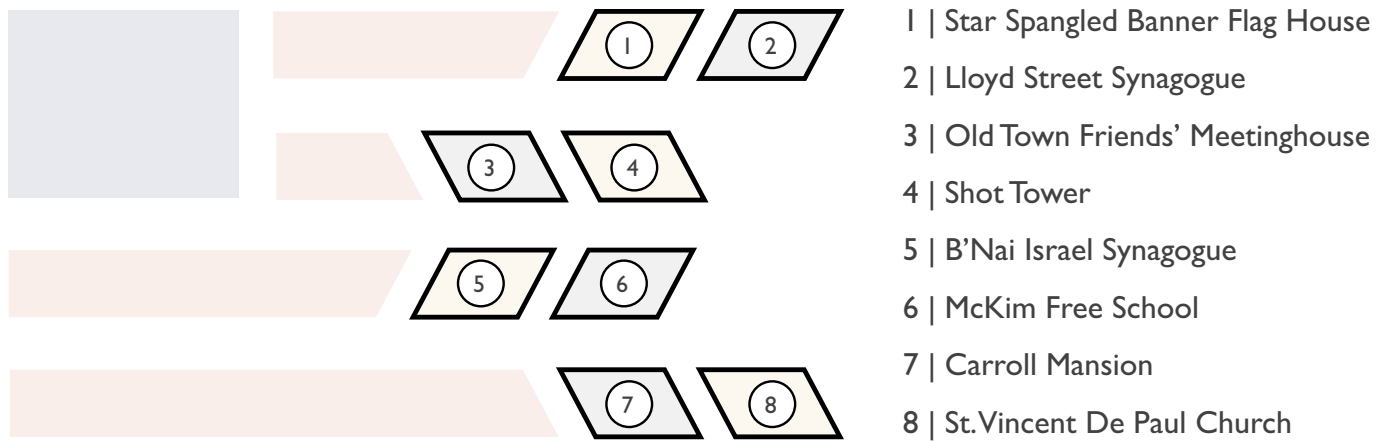


Figure 21. Representing Cultural Institutions in the Logo Design



Figure 20. Reading Between the Lines, Jewish Heritage Expressed in Logo

B | Brand System Adoption

The Boards of Historic Jonestown, Inc., and the Jonestown Planning Council should formally vote to adopt the brand system, color palette, tagline, and marketing material for the neighborhood. A brand statement is different from a mission statement. A brand statement is an explanation of a place that should resonate with local residents (most importantly), visitors, and investors. The brand statement for Jonestown (p. 38) explains its history, its present, and its outlook on the future. The tagline, “Proudly We Hail” allows Jonestown to deploy a versatile system that has meaning to the community. The “proudly we hail” utilizes a line in the Star Spangled Banner to represent the community pride of those who live, work, curate, serve and engage in Jonestown. It is the foundation of an overall brand system for the community that ties together the individual neighborhood components into a cohesive neighborhood.

Responsible committees of Historic Jonestown, Inc. and the Jonestown Planning Council should be involved in the deployment of the brand and should ally with partners such as The City of Baltimore, Visit Baltimore, Live Baltimore, Jonestown businesses, institutions and residential associations and other groups to help deploy the brand. Each committee should ensure that all branding and marketing efforts are coordinated, explore funding options for their particular piece of deployment, and strategize on roles and responsibilities.

A brand style guide is attached as an appendix to this report. It provides guidance on proper usage of the identity system, color specifications in RGB, CMYK and Pantone, a copyright release allowing



Figure 22. Logo and Brand Style Guide

the client to modify and use the system as needs evolve, and a simple licensing agreement should Historic Jonestown, Inc., wish to allow products with the logo to be developed and sold. Finally, a complete file system with all logos, ad templates, typefaces, and support graphics is included as part of the deliverables for this effort.

C | Brand Extension for Historic Jonestown, Inc.

The Board of Historic Jonestown, Inc., should formally vote to adopt the logo for its organization. While the logo described above provides an identity for the neighborhood, the logo should also be adapted to fit the organization charged with overseeing the implementation of the vision plan for Jonestown.

D | Promotion of Past Jonestown Accomplishments

Summarize and promote Jonestown's many accomplishments. Many individual partners in Jonestown have accomplished much to maintain, stabilize, and improve the Jonestown neighborhood. Over the years, these individual partners have organized the Heritage Walk, kept abreast of and communicated information regarding development proposals and hosted events to bring the community together. All of these partners have worked to bring more exposure to the neighborhood and build a cohesive community.

Now that Historic Jonestown, Inc., has been revived, the organization should work to document its and others' past successes, current projects, and future plans in a cohesive marketing piece that can be distributed to partner groups, grantors, neighborhood associations, potential investors, and interested citizens. This material could be placed in a branded folder that uses the Jonestown identity system, including the new logo for Historic Jonestown, Inc.



Figure 23. The Jonestown Logo Unveiling

Photos by Will Kirk, courtesy of the Jewish Museum of Maryland

E | Brand “Reveal” Event

Deploy the new Jonestown community brand at a gathering of neighborhood and City stakeholders in a brand “reveal” event (COMPLETED). Host a Jonestown community brand “reveal” event to celebrate the new Jonestown identity. This event can take many forms including a specific party/reception or coordination with an existing event. Many communities have taken the ad samples and enlarged them into posters to profile the brand campaign. Others have worked with local merchants to create branded items to sell, such as cakes with the Jonestown brand or other items. Many communities like for participants in brand reveal events to have a small take-away such as a magnet, window decal or mug that will both allow the brand to be seen and shared.





Figure 24. The Jonestown Logo Unveiling Event
Photos by Will Kirk, courtesy of the Jewish Museum of Maryland

F | Historic Jonestown, Inc., Collateral Pieces

Historic Jonestown, Inc., should redesign its letterhead, business cards, webpage design, and marketing material using the adopted community brand. The brand identity for the destination (Jonestown) and the organization (Historic Jonestown, Inc.) are similar brands but have different and distinct uses. In addition to adopting a new logo as described above, Historic Jonestown, Inc., should consider reinforcing the destination identity system through its own development of collateral pieces including letterhead, business cards, and ultimately a new web page design. The distinctive typefaces and color scheme will clearly show that Historic Jonestown, Inc., is promoting the destination of Jonestown.

In addition, the marketing pieces that showcase the tours of the community and the various events in Jonestown should also be redesigned and/or adapted to reflect the brand identity.



G | Neighborhood Marketing

Historic Jonestown, Inc., should market the neighborhood and highlight what it has to offer. Several mock ads have been developed to illustrate a variety of potential marketing concepts to launch the brand identity system. Early ads might focus on introducing people to Jonestown and the fact that it is a real and important place in Baltimore. The ads could introduce people to its history, the vast collection of cultural resources and the neighborhood's compelling narratives.



PROUDLY WE HAIL

Ximporos paze. Nem estrum as natibus. Voluptas. Bictotat. Gerinag natium audia altius voloeatur repat quibus sit doleptium que tum quandigens res acurumqui debis, cornvita vitis sandi te et, sectem lab in consequam que dit pedis et et, volupta ectur? Hentemolam reuaret, nam andel moditatem hilaipsi sunt rem int mos ut, verbusum reptus pra a eum que comis inctur abori qui comed unt esti dis que pla et tanti sum ereptas plicipus asperve itibus eum aci coris ex et qui. Ximporos paze. Nem estrum as natibus. Voluptas. Bictotat. Gerinag natium audia altius voloeatur repat quibus sit doleptium que tum quandigens res acurumqui debis, cornvita vitis sandi te et, sectem lab in consequam que dit pedis et et, volupta ectur? Hentemolam reuaret, nam andel moditatem hilaipsi sunt rem int mos ut, verbusum reptus pra a eum que comis inctur abori qui comed unt esti dis que pla et tanti sum ereptas plicipus asperve itibus eum aci coris ex et qui.

Jonestown
PROUDLY WE HAIL



DID YOU KNOW?
Lloyd Street Synagogue is the third oldest in the United States?
It's here, in Jonestown.

Ximporos paze. Nem estrum as natibus. Voluptas. Bictotat. Gerinag natium audia altius voloeatur repat quibus sit doleptium que tum quandigens res acurumqui debis, cornvita vitis sandi te et, sectem lab in consequam que dit pedis et et, volupta ectur? Hentemolam reuaret, nam andel moditatem hilaipsi sunt rem int mos ut, verbusum reptus pra a eum que comis inctur abori qui comed unt esti dis que pla et tanti sum ereptas plicipus asperve itibus eum aci coris ex et qui.

Jonestown
PROUDLY WE HAIL



DID YOU KNOW?
Atman's Deli is the oldest Jewish Deli Continually Run by the same family!
It's here, in Jonestown.

Welcome to **Atman's**
JONESTOWN

Empore paze. Nem estrum as natibus. Voluptas. Bictotat. Gerinag natium audia altius voloeatur repat quibus sit doleptium que tum quandigens res acurumqui debis, cornvita vitis sandi te et, sectem lab in consequam que dit pedis et et, volupta ectur? Hentemolam reuaret, nam andel moditatem hilaipsi sunt rem int mos ut, verbusum reptus pra a eum que comis inctur abori qui comed unt esti dis que pla et tanti sum ereptas plicipus asperve itibus eum aci coris ex et qui.

Jonestown
PROUDLY WE HAIL



PROUDLY WE CREATE.
Baking the region's finest French pastries since 1981.

Empore paze. Nem estrum as natibus. Voluptas. Bictotat. Gerinag natium audia altius voloeatur repat quibus sit doleptium que tum quandigens res acurumqui debis, cornvita vitis sandi te et, sectem lab in consequam que dit pedis et et, volupta ectur? Hentemolam reuaret, nam andel moditatem hilaipsi sunt rem int mos ut, verbusum reptus pra a eum que comis inctur abori qui comed unt esti dis que pla et tanti sum ereptas plicipus asperve itibus eum aci coris ex et qui.

Jonestown
PROUDLY WE HAIL



PROUDLY REUNITED.
Lafayette County Reunion at Lafayette and Alouatta.

Empore paze. Nem estrum as natibus. Voluptas. Bictotat. Gerinag natium audia altius voloeatur repat quibus sit doleptium que tum quandigens res acurumqui debis, cornvita vitis sandi te et, sectem lab in consequam que dit pedis et et, volupta ectur? Hentemolam reuaret, nam andel moditatem hilaipsi sunt rem int mos ut, verbusum reptus pra a eum que comis inctur abori qui comed unt esti dis que pla et tanti sum ereptas plicipus asperve itibus eum aci coris ex et qui.

Jonestown
PROUDLY WE HAIL

Figure 25. Sample Jonestown Advertising

H | Marketing/Art Production Steward

Retain a graphic design/art production specialist with expertise to implement various facets of the brand system. The brand resources provided to Historic Jonestown, Inc., equip the organization with a host of tools to implement the brand. Volunteers, partners and members of Historic Jonestown, Inc., can use many of these tools right away. Other parts of the brand system may require art production and design (additional ads, signs, event posters, etc.). For these, the organization should retain an “on-call” graphic production specialist to serve Historic Jonestown, Inc., on an as needed basis. Keeping graphic elements consistent is imperative especially early in the implementation process.



Figure 26. Potential Use of Billboard at East Baltimore Street and President Street

I | Promotion of Jonestown at Neighborhood Gateways

Use the new Jonestown logo to promote the neighborhood at its gateways. New gateway signage using the logo should be utilized to promote the neighborhood. This is particularly important because of Jonestown’s limited name recognition. When considering gateway signage, consideration should be given to the use of free-standing signs, murals on blank facades, existing billboards, and public art. Gateway locations to consider include the following:

- Central Avenue and East Lombard Street
- President Street and East Baltimore Street
- President Street and East Fayette Street
- Fallsway at Gay Street
- President Street and East Pratt Street



Figure 27. Priority Gateway Locations



J | Jonestown Branded Merchandise

Continue rolling out the Jonestown brand with the creation of collateral material such as shopping bags, shirts, flags and related items. It isn't necessary to roll out all new brand designs right away. However, new products might be explored for a 2016 roll out such as window signs for stores and attractions. Later implementation might work with local businesses to develop their own merchandise with their brand alongside the Jonestown brand. The Jewish Museum of Maryland has already developed mugs with their new logo and the Jonestown logo. Additional items might include bike lights, pens, jump drives, etc.

K | Individual Business Marketing

Historic Jonestown, Inc., should work with local businesses to launch and deploy the brand in their marketing material through a matching grant program. While there are frequently incentives available to recruit businesses and investors to a community, there are fewer opportunities to assist existing businesses. Furthermore, many independent businesses end up cutting marketing when the market takes a downturn. A potential matching grant program could provide a direct way to alleviate the cost of advertising for Jonestown businesses, incent those that aren't marketing to begin the effort, and create a more coordinated image of Jonestown through deployment of the brand identity.

This technique also provides a more savvy way to deploy a marketing image than the traditional ad co-op program. Traditionally, if a community wanted to do cooperative advertising, a staff member of volunteers would go “hat-in-hand” to collect a share amount from participating businesses to appear in a cooperative ad that would include business card size ads arranged around some sort of logo or symbol. The result is the purchase of a full-page ad without the companion impact of purchasing such an ad. This alternative approach allows for Historic Jonestown, Inc., to create micro marketing grants to businesses that use the Jonestown brand concept and tagline. The pilot funding for the project should be five thousand dollars. The program would follow these steps and parameters:

- Historic Jonestown, Inc., alongside its partners, issues a statement that a pilot marketing grant program is being launched (perhaps a meeting is held to present the program).
- The funding for the initial year would be limited so the program is a first come first serve effort (this will hopefully motivate participation).
- Businesses would get a fifty-fifty match of any marketing program that employs the Jonestown brand. Print ads would follow the templates provided by Historic Jonestown, Inc., broadcast ads would use a simple tagline at the end of the ad “Jonestown, Proudly We Hail,” web based ads would also include the brand identity.

- Historic Jonestown, Inc., would develop an administrative and reimbursement policy for the grant.
- The business is responsible for ensuring that a copy of the ad (or recording) is saved for the archive.

The program would need to be closely evaluated to determine its effectiveness and tweaked as it continues beyond the pilot year.



L | Community Brand Update

Reevaluate the marketing materials and refresh them to reflect future changes in the neighborhood. Over time, it will be important to re-evaluate the community brand and marketing materials and update them. This can be done while maintaining the brand values. Updates may include updated colors, a new tag line or simply expanded collateral materials.

Strategy III: Development

***Invest in Identity:** Development in Jonestown will support the community identity—growing neighborhood wealth not only through market-rate projects, but also with projects that support a triple bottom line, incubate social enterprises, strengthen social impact housing, and encourage businesses that promote cultural consumption and production.*

A | Planned Hendler Creamery Residential Development

Support the planned Hendler Creamery development. Continue to work with the developers of Hendler Creamery as implementation moves forward. The focus should be on providing the community with updates on the development schedule and making sure adjacent/nearby projects are coordinated. Once construction begins, there is an opportunity to use the Jonestown branding to help communicate positive messages about the construction schedule, temporary street closures, etc.



B | Planned Ronald McDonald House

Support the planned Ronald McDonald House. Continue to work with Ronald McDonald House as implementation moves forward. The focus should be on providing the community with updates on the development schedule and making sure adjacent/nearby projects are coordinated. As with the Hendler Creamery, once construction begins, there is an opportunity to use the Jonestown branding to help communicate positive messages about the construction schedule, temporary street closures, etc.



(Top) Model of the planned Ronald McDonald House facility; photo courtesy of Ronald McDonald House of Baltimore.

(Left) The existing Hendler Creamery Building



C | Potential JMM Expansion Opportunities

Preserve long-term expansion opportunities for the Jewish Museum of Maryland. If the Jewish Museum of Maryland (JMM) considers expanding its facilities, there are several short and long-term opportunities within the existing Herbert Bearman Campus. The Interim Illustrative Vision Plan (fig. 28, top) illustrates how the existing one-story Lenny's Deli building could be demolished to allow for a multi-story expansion facing East Lombard Street. Not only would this help to animate the sidewalk area, it would also increase JMM's visibility along this important street. In conjunction with this, the existing JMM parking lot could be extended toward East Lombard Street and developed with two levels—the lower level could be accessed from East Lombard Street and the upper level from Watson Street. This site could then serve as a placeholder for additional expansion for the JMM, by developing programmable space above the two levels of parking. This is illustrated in the Long-Term Plan (Fig. 28, bottom).

In addition to the possibility of expanding within their current campus footprint, JMM should also explore other approaches to campus expansion should future opportunities arise. For example, if properties to the north of Watson Street become available at any time, expanding the campus in this direction could provide opportunities to better showcase the Lloyd Street Synagogue, engage Watson Street as a useable event space (on a temporary basis), and better connect to the McKim Center.

Regardless of how the Museum grows, any new buildings or building renovations associated with the expansion should seek to better engage the surroundings and reinforce connections among other attractions in the neighborhood.

Potential
Short-Term
Pop-Up Retail

Potential
Extended
JMM Parking
Lot

Potential
multi-story
expansion
facing East
Lombard

Existing
Lloyd Street
Synagogue



Potential
Pop-Up Retail

Additional
Long-Term
Expansion
Opportunity
Above
Parking

Existing
Lloyd Street
Synagogue



Figure 28. Potential Vision for JMM Herbert Bearman Campus Within Existing Boundaries, Interim (Top) and Long-Term (Bottom)

D | Potential Food Hub/Community Kitchen

Consider creating a food related venue in Jonestown that supports local economic development and highlights the neighborhood's distinct culinary heritage. Some of Jonestown's most well-known attractions include food related businesses and programs such as 'Corned Beef Row', Attman's Deli, The Patisserie Poupon, the Sunday Farmer's Market and Bazaar, and Stratford University's culinary arts program. These established entities can serve as foundational partners in exploring a potential Food Hub and/or Community Kitchen.

Historic Jonestown, Inc. should convene a group of interested partners to explore the idea of a "food hub" in Jonestown. Components of the food hub could be a demonstration and/or community kitchen that would host chefs, hold cooking classes, and possibly serve as a venue for vendors at the Farmers Market to continue serving through the week. Many demonstration kitchens are associated with colleges, universities, and schools. Incubator retail for small food retailers could also be incorporated into the facility.

Another concept might incorporate a food co-op that would serve as a specialty grocer offering ethnic, healthy, organic, and locally sourced food items. Organizations such as the Cooperative Grocer Network (www.cgin.coop) or the Food Co-op Initiative (www.foodcoopinitiative.coop) provide guidance on how to start a food co-op.

All of these concepts could be co-located in one building such as one of Stratford University's buildings, which already has a dining room, a



Figure 29. Social Bite, a Social Business based in Scotland.

kitchen, and ample on-site parking. Of course, each concept will take considerable research and resources to implement. Jonestown should partner with as many key groups as possible to explore this concept acknowledging that it may be a phased-in strategy that will evolve with time.

Jonestown should also consider looking at groups funding solutions to "food deserts" in communities for funding. In total, the food concept represents an opportunity for Jonestown to focus on something that would be unique in Baltimore.

These uses could be included as part of any of the mixed-use opportunities described below.

E | Social Impact Housing

Explore the possibility of developing social impact housing that can attract active and engaged residents to Jonestown. The mix of cultural and service oriented institutions in Jonestown provides an array of volunteer opportunities to those that might be interested in guiding museum tours, tutoring youth, teaching in public schools, leading sports programs, and/or providing meals to the underprivileged. Community development organizations like Comprehensive Housing Assistance Inc. (CHAI) and socially-minded developers like Seawall Development, together with neighborhood institutions should be engaged to explore the potential of residential housing options that offer subsidies for service.

Miller's Court (<http://millerscourt.com/>), in the Remington neighborhood of Baltimore provides a local precedent for housing that mixes uses and offers public school teachers amenities such as curriculum rooms and breakout spaces, as well as, special below-market rates. In Portland, Bridge Meadows <http://www.bridgemedowssapts.com/> serves as a model for intergenerational housing that offers subsidies to adults 55 and older who adopt children from foster families. A social impact housing platform in Jonestown could provide an affordable option for young professional looking to move downtown and empty nesters looking to downsize that competes with the higher priced neighborhoods in Baltimore such as Harbor East, Little Italy, and others.

Social impact housing could be included as part of any of the mixed-use opportunities described below.

F | Jonestown Gateway Mixed-Use

Implement a mixed-use development at Jonestown's east gateway. The southeast corner of Central Avenue and East Lombard Street is a highly visible parcel at Jonestown's gateway from the east and from traffic moving north on Central Avenue from Harbor East. This parcel should be developed with a signature building and use that takes advantage of this prominent location. Development of this parcel should consider the following:

- Coordinate among and potentially partner with adjacent property owners to create the most useable parcel size and configuration.
- Utilize a multi-story building that architecturally responds to both Central Avenue and East Lombard Street. In particular, articulate the corner of the building at this intersection with a tower element or some other architectural feature.
- Include active retail, restaurant or cultural uses on the first floor to help animate the street edges of both streets. Consider housing and/or complementary uses on the upper floors.
- Since this is one of the larger parcel opportunities, consider the use of some decked parking that could accommodate rooftop amenities for upper floor housing.
- If the development includes cultural uses, explore how public art and/or appropriate memorial elements can be incorporated into the site plan and/or architecture.

G | Lombard at Lloyd Mixed-Use

Implement a focal point mixed-use development at the intersection of Lombard and Lloyd Streets. The vacant parcel at the northwest corner of East Lombard and Lloyd Streets represents one of the most important infill opportunities for Jonestown. It is located at a highly visible location and, if developed properly, could play a strong role in creating stronger connections among uses in the neighborhood (Hendler Creamery, Ronald McDonald House, and JMM with Lombard Street). Development of this parcel should consider the following:

- Utilize a multi-story building that architecturally responds to both Lloyd and East Lombard Streets. In particular, articulate the corner of the building at this intersection with a tower element or some other architectural feature.
- Include active retail, restaurant, institutional or cultural uses on the first floor to help animate the street edges of both streets. Consider housing and/or complementary uses on the upper floors.
- As the program for this site is developed, work with Albemarle Square and the City to explore how upper floors of the building could potentially project over a portion of the residential parking lot, if necessary. Existing parking assignments for Albemarle Square would need to be maintained.
- If the development includes cultural uses, explore how public art and/or appropriate memorial elements can be incorporated into the site plan and/or architecture.



Howard County, MD



Greenville, SC



Gloucester, MA



Union at Carrollton Square Mixed-Use

Examples of Mixed-Use development that address street corners and include active level uses.

H | Lombard Street Mixed-Use

Preserve long-term opportunities for additional infill mixed-use development in the vacant lots along East Lombard Street. The vacant parcels on the south side of East Lombard Street between Lloyd Street and Central Avenue are comprised of parcels owned by different property owners. These property owners should consider working together and with the City to maximize the development potential of these parcels rather than developing each separately. The plan shows how these could be developed in the interim with surface parking and “pop-up” retail/exhibits and later as a coordinated mixed-use development. The plan shows how surface parking could be developed behind the units, however, if economically feasible, more intensive development could be developed over a level of parking. Development of this parcel should consider the following:

- Utilize a multi-story building that architecturally responds to East Lombard Street.
 - Include active retail, restaurant, institutional or cultural uses on the first floor to help animate the street edge. Consider housing and/or complementary uses on the upper floors.
 - Locate off-street parking behind or below the building(s). Parking must not be developed fronting onto East Lombard Street.
 - If individual property owners choose to develop these properties individually, they should be encouraged to coordinate a shared parking resource behind all of the properties so that the parking lot efficiency can be maximized.
- If the development includes cultural uses, explore how public art and/or appropriate memorial elements can be incorporated into the site plan and/or architecture.



Northampton, MA



Greenville, SC

Examples of infill development

I | Potential Infill Development

Preserve long-term opportunities for additional infill mixed-use development on surface parking lots along East Lombard Street. There are several privately owned surface parking lots along East Lombard Street that support adjacent businesses. While these surface lots will likely remain for the near future, they should be considered and preserved for additional infill development, should the property owners wish to develop or partner with a developer. This development could be an expansion of an existing business or development of a new use. The plan shows how these could remain as surface lots in the interim plan and later developed with mixed-use development in the long-term plan. Development of these lots should consider the following:

- Utilize multi-story buildings that architecturally respond to the street edges including East Lombard Street and Lloyd Street.
- Utilize building massing and articulation that is compatible to the existing neighborhood scale and character.
- Include active retail, restaurant, institutional or cultural uses on the first floor to help animate the street edge. Consider housing and/or complementary uses on the upper floors.
- Locate off-street parking behind or below the building(s). Parking must not be developed fronting onto East Lombard Street or Lloyd Street.
- If individual property owners choose to develop these properties individually, they should be encouraged to coordinate a shared parking resource behind all of the properties so that the parking lot efficiency can be maximized.

J | DPW Car Barn Reuse Opportunity

Redevelop DPW Car Barn as a signature multi-purpose use. The DPW Car Barn is an iconic building along East Pratt Street and visible from Central Avenue. While different reuse plans have been explored for the building over the years, none have come to fruition. Historic Jonestown, Inc., and the City should continue to try to recruit a developer and new businesses for this building. Ideally, the reuse of the building would showcase its unique character and include uses that support entrepreneurial efforts, job growth and for-profit uses that support the overall community.



The iconic Car Barn building offers unique reuse potential.



Successful examples of infill development are already happening in Jonestown

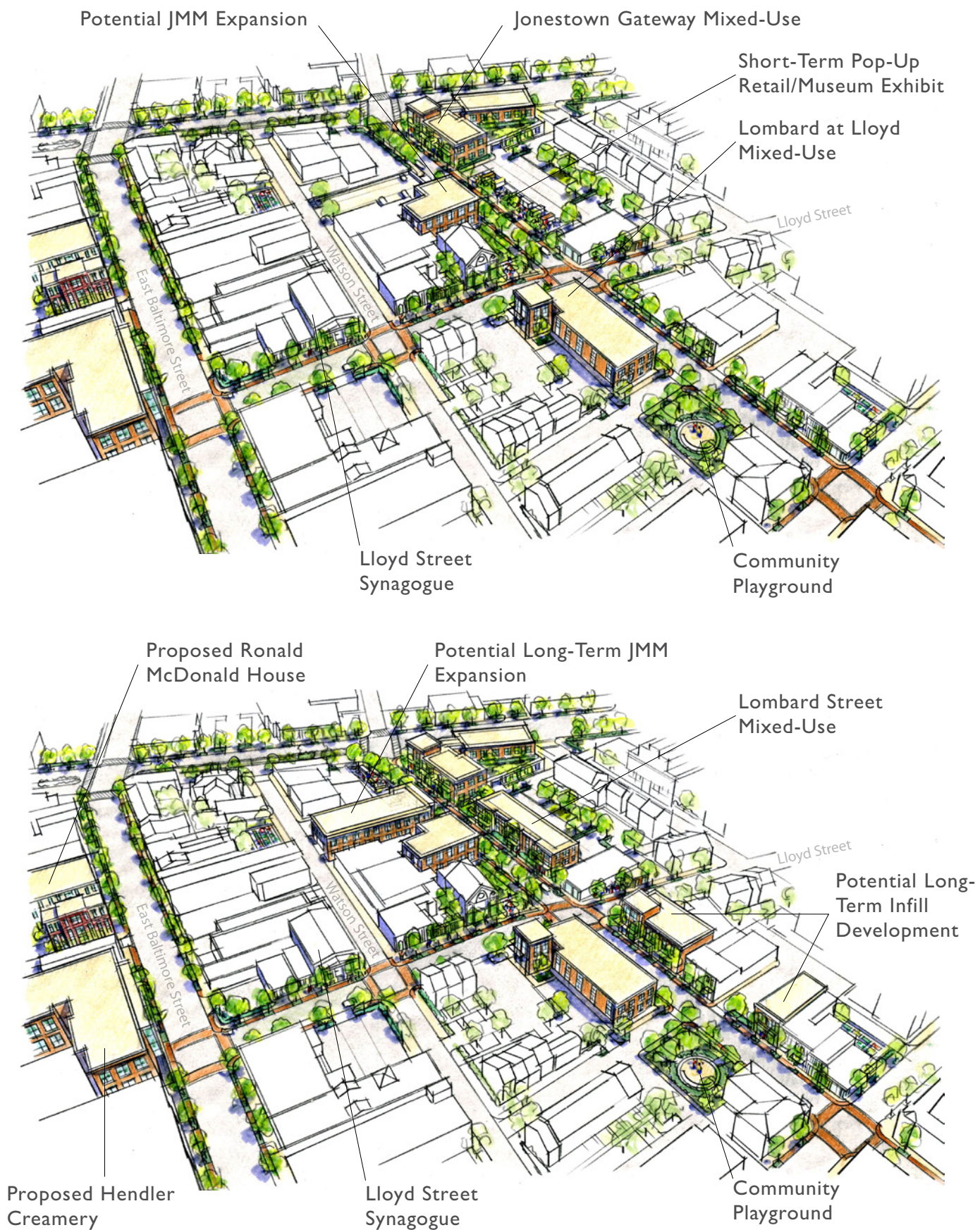


Figure 30. Illustrative Vision Renderings, View looking south/southeast from above Exeter Street



Figure 31. Detail of Businesses near Shot Tower Park

K | Potential Bakery/Business Expansion

Work with Patisserie Poupon to support potential expansion opportunities. Patisserie Poupon is a long-standing and well-regarded business in Jonestown, known throughout the region. Should they consider expansion of their existing facility, Historic Jonestown, Inc., and the City should work with them to support expansion efforts critical to sustaining the business in Jonestown. Any expansion should consider how Patisserie’s existing storefronts along East Baltimore Street could be fully utilized for customer seating and displays to further activate the street. Additionally, the property owner, Historic Jonestown, Inc., and the City should work with the Women’s Civic League to explore how their underutilized parking lot could be redesigned as a parking “plaza” and utilized for café seating. This would not only support Patisserie, but more importantly, would help activate the open space associated with Shot Tower Park and create highly visible positive activity for the neighborhood.



Opportunities exist for Patisserie Poupon, a significant Jonestown business, to expand.



The Fava Building, home of the 1840s Ballroom event space, is one of the last remaining cast iron façades on the East Coast.

L | Potential Carroll Museums Expansion

Work with Carroll Museums to support potential expansion opportunities. The Carroll Museums have been exploring potential expansion to the Inn and to the 1840’s Ballroom event space, including a rooftop terrace. Historic Jonestown, Inc., and the City should work with Carroll Museums to help implement this expansion.

M | Pop-Up Retail/Museum Exhibits

Explore “pop-up” retail and museum venues to activate vacant parcels awaiting development. Until the vacant parcels and surface parking along East Lombard Street can be developed, work with adjacent institutions and retail businesses throughout the city to explore creating “pop-up” retail or museum events within these spaces. Museums could partner to develop a temporary exhibit around a common narrative that reinforces Jonestown’s story while highlighting the institutions in the neighborhood and connecting more visitors to them. Additionally, pop-ups could initially be coordinated with Jonestown events such as Heritage Days, movie nights and other festivals to garner maximum exposure.



An Irish Georgian Pop-Up Museum



A Pop-Up Store advertises when it's open.



In addition to serving educational and retail functions, pop-up parklets can act as dining spaces.



A PARK(ing) Day pop-up serves an educational function.



Pop-Up retail in New York City.

N | Specific Façade Improvement Opportunities

Work with specific business and property owners to encourage façade enhancements to their properties/businesses. In addition to the façade improvement program described in Strategy I, work with some specific businesses and property owners to encourage enhancements to their buildings. A few of these include:

- **Chess Communications Building:** This large, one-story building along East Baltimore Street includes a significant amount of windowless façade, creating a negative effect on the pedestrian experience between Shot Tower Park and the McKim Center (and the nearby Hendler Creamery and Ronald McDonald House development). Because the façade is divided into panels, it could be an ideal candidate for well-designed public art installations that help to tell Jonestown's story. Sculpture, murals, and /or special lighting could be used to animate this façade, strengthen the pedestrian experience, and enhance neighborhood image along this important east-west connection.

- **EB Lighting:** This is an unassuming building at the important intersection of Lloyd and East Baltimore Streets. It could be a good candidate for improved signage and façade painting.
- **Inter-Sign National:** This three-story building has excellent “bones” and its original integrity is essentially intact. Over the years, however, the windows have been boarded over. Façade improvements for this building should consider restoring the windows, awnings, and new signage.



EB Lighting and Inter-Sign National Buildings on East Baltimore Street



Figure 32. “Before and After” of potential mural project on the Chess Communications buildings



Attman's Deli on Lombard Street



The Koldkiss building

- **Attman's Delicatessen and Adjacent Buildings:** Attman's is a landmark within the neighborhood; however, the building lacks curb appeal. Consideration should be given to enhancing the storefront window, signage, and awning without compromising its iconic image. Similarly, the small grocery next door would be a good candidate for façade improvements. Both of these buildings are located on the highly visible Lombard Street corridor and play a strong role in defining the image for Jonestown.
- **Koldkiss Building:** The Koldkiss building at the corner of Central Avenue and Watson Street is unassuming but accommodates an iconic Baltimore business which is critical to the operation of snowball stands across the region. Consider working with the property owner to explore incorporation of public art paying homage to the iconic snowball as a mural on the rear façade, facing East Lombard Street.
- **1216 East Baltimore Street:** This building was originally a Yiddish Theater and Jewish Community Center. The façade has been altered significantly over the years; however,



The former Yiddish Theater and Jewish Community Center

the building is an important candidate for façade improvements, particularly since it is located near the intersection of East Baltimore and Lloyd Streets, where significant development is planned. Façade treatments should explore the feasibility of removing materials to restore the original brickwork and character of the building.

O | Business Support & Recruitment

Support existing and recruit new businesses to Jonestown. Historic Jonestown, Inc., should work with the City and the Baltimore Development Corporation to conduct tours of the neighborhood highlighting available properties and opportunities for new investors and businesses. It will be important to incorporate the recommendations for branding and collateral materials (business recruitment package) described in Strategy II.

Strategy IV: Public Realm

***Stimulate and Steward Open Spaces and Streetscapes:** Jonestown will expand and enrich opportunities for outdoor leisure and recreation—creating temporary enhancements, upgrading existing park spaces like McKim Park, providing new play and educational spaces for youth, and enhancing streetscapes for visitors and residents alike.*



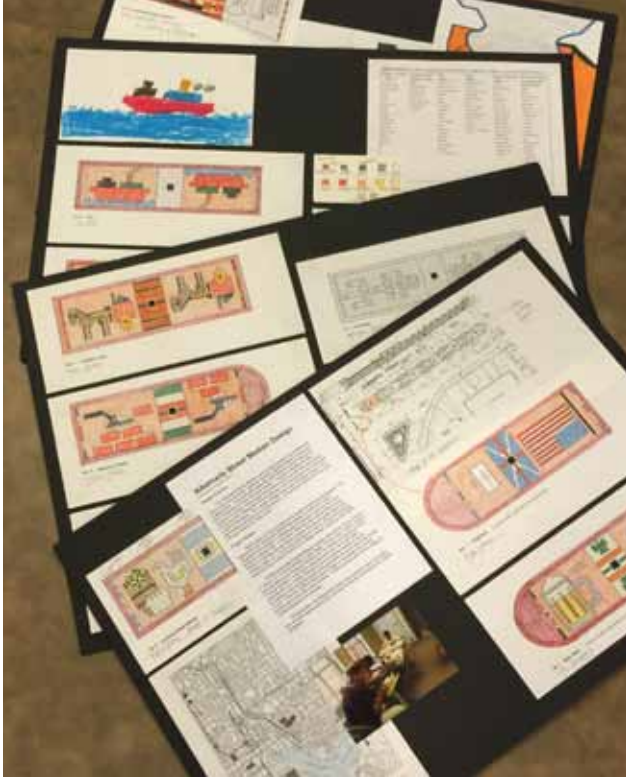
A | Streetscape & Traffic Calming

Work with the Department of Transportation to enhance aesthetics and pedestrian safety along key streets in Jonestown, particularly East Baltimore, East Lombard and Lloyd Streets. Many streets within Jonestown were enhanced with streetscape improvements as part of the Albemarle Square development. These enhancements focused primarily on aesthetics, however, and there is an opportunity to incorporate additional streetscape elements that would help calm traffic and enhance pedestrian safety. Additionally, there are some “gaps” in the aesthetic treatments of Jonestown’s streetscapes, primarily along street frontages that are *not* adjacent to Albemarle Square. Initially, the focus should be on completing aesthetic treatments and improving pedestrian safety along East Lombard, East Baltimore, and Lloyd Streets, as these streets are important linkages among activity nodes within Jonestown. Completion of aesthetic enhancements for other street frontages that are not adjacent to Albemarle Square would then follow. Specific enhancements to consider include:

- **Paving:** The majority of the sidewalks in Jonestown are concrete and they should continue to utilize concrete in the future so that funds can focus on other improvements

described below. As streetscape projects move into the design phase, there may be some focus areas—such as the intersection of Lloyd and East Lombard Streets—where brick paving might be considered. Additionally, the western-most blocks of East Baltimore Street utilize a brick amenity zone immediately behind the curb. This may inform the paving of other sections of East Baltimore Street.

It should be noted that several years ago, prior to its closing, the City Life Museum worked with Jonestown children to develop conceptual paving designs for a then-proposed median for Albemarle Street. While the median was not implemented and the City Life Museum has closed, some of the ideas represented by the children illustrate how some of Jonestown’s history and narratives could potentially be incorporated into some areas of streetscape or park space designs. Ideas such as these, or a similar workshop with children, might be worth considering as streetscape and open space projects are implemented.



Examples of the City Life Museum's concepts developed by children incorporating Jonestown's identity into streetscape designs.



The use of curb extensions, or "bump-outs," can provide traffic calming.



Example bold "zebra" crosswalk markings in State College, PA

- Curb Extensions:** Where feasible, explore the use of curb extension/bump-out areas (on street sides where there are permanent parking lanes) at key intersections along East Baltimore, East Lombard, and Lloyd Street in order to shorten pedestrian crossings and to visually narrow the street. Bump-outs should be sized appropriately so that they have both functional and aesthetic impacts, while also allowing for some planting area and paved area (for pedestrians and site amenities). Small "token" bump-outs should be avoided.
- Crosswalks:** Provide wide, visually prominent crosswalks using thermoplastic pavement markings. Consider using a unique pattern in crosswalk to promote the community brand and identity. At a minimum, work with the Department of Transportation to consider the use of bold "zebra" markings. The use of stamped concrete in a "brick" pattern may also be considered and should be determined at the time of streetscape design. The first streetscape project should set the standard for the remainder of the neighborhood.

- **Signal Mast Arms:** Replace existing signal arms with black ornamental signal arms as streetscape enhancements are implemented.
- **Street Lights:** Replace existing street lights with black ornamental poles/fixtures to complement pedestrian lights.
- **Pedestrian Lights:** Utilize black ornamental pedestrian light fixtures (the lantern design currently utilized in locations throughout the neighborhood) to fill in the gaps along streetscapes and for new streetscape projects.
- **Banners/Pole-Mounted Letters:** Utilize custom banners to promote the community brand.
- **Street Trees:** For new streetscape projects, provide street trees in appropriate locations. Trees do not need to be equally spaced but should ideally be located on property lines so that canopies frame, rather than block, doors and display windows. Other factors, such as utility locations, will also need to be considered and will have to be balanced with the goal of locating trees on property lines. The plan should utilize shade tree species with upright canopies and/or open habits. Small ornamental trees are inappropriate as they block storefronts and do not provide adequate shade. For existing streetscapes, replant empty tree wells.
- **Street Furnishings:** If street furnishings are utilized they should be compatible—both in terms of color (black) and style—with the light fixtures and should primarily consist of trash and recycling receptacles. Benches should be limited to bus top areas and, potentially, gathering nodes at key



New Streetscapes should build upon and continue the character of Jonestown streetscapes that have already been improved

intersections, if integrated into and overall project design with adjacent uses.

- **Construction Management:** Any streetscape construction will disrupt the day-to-day operations within the neighborhood. The community branding should be used to proactively communicate positive messages regarding the construction. In addition, Historic Jonestown, Inc., and DOT should work with the contractor and local businesses, institutions, and residents to establish weekly breakfasts with the contractor. This could provide opportunities to communicate progress, concerns, and updates.

B | Alley Connection

Continue to work with the City, businesses, and residents to provide an appropriate alley connection from South Exeter Street to the parking/service area behind East Lombard Street. A potential alley connection between South Exeter Street and the parking areas behind the businesses on the south side of East Baltimore Street has been the subject of much debate—ranging from a desire from some to have *no* alley connection to a desire by others for a *full* alley connection. A student from the Johns Hopkins Carey School of

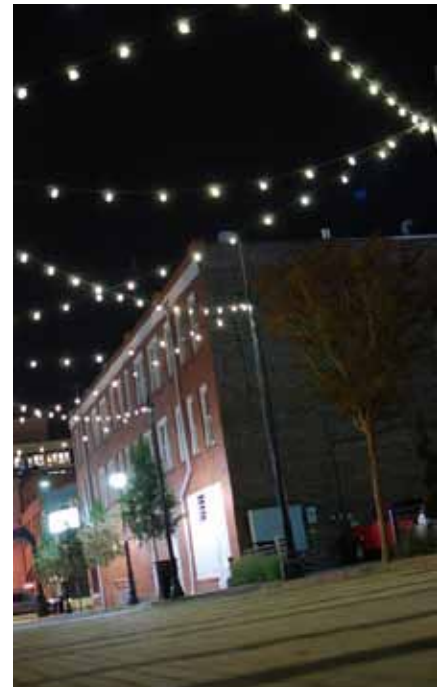
Business recently compiled a significant amount of research on the subject, talking with stakeholders and examining options for a connection. Should an alley connection be implemented, the connection should be designed as an attractive pedestrian space that can still accommodate service and delivery traffic. Special paving or retractable bollards could be utilized to visually communicate that the alley is not a “cut-through” space.



The Green Alley Project in Detroit used sustainable materials, lighting, and plantings to create an inviting space for pedestrians

C | Watson Street

Visually enhance Watson Street and occasionally utilize it for special events. Watson Street is an important service street accessing the JMM, Koldkiss, and East Baltimore Street businesses that back onto it. At the same time, it has a comfortable pedestrian scale and is immediately adjacent to the historic Lloyd Street Synagogue. Sections of the street could be enhanced with lighting, rear façade treatments along adjacent buildings, public art, and, perhaps, special paving. While the street would still accommodate service traffic, the western section could easily be closed to traffic in the evenings or other times that wouldn't interfere with access/service. By doing so, Watson Street could be utilized as a special event space that showcases the historic synagogue.



Streets that are traversable by car can be utilized as temporary event spaces.

D | St. Vincent de Paul Park Enhancements

Work with St. Vincent de Paul Church to enhance St. Vincent de Paul Park. As the church explores enhancements to the programs and use of their park, collaborate to consider selective tree removal in the park that will allow more sun and light to enter the space. The Illustrative Vision Plan shows a suggestion of how the perimeter trees could be retained to provide spatial definition, while the center trees could be removed to allow more light into the space.

E | Shot Tower Park Enhancements & Event Space

Improve and activate Shot Tower Park to serve as a western neighborhood gateway and community event space. Shot Tower Park is a tremendous and highly visible asset to Jonestown at its western gateway. Unfortunately, the earthen berms and low-

limbed trees create dark and concealed spaces that encourage negative, rather than positive, activity. Work with key partners to consider a redesign of the space that better showcases the Shot Tower, provides more flexibility in use of the space for events, better leverages investment in adjacent buildings, and makes the space less attractive for negative activity. Specific recommendations to explore include:

- Retain police memorial and incorporate into overall design.
- Remove earth berms to open views and access into the park, particularly from the corners of East Fayette and East Baltimore Streets. Similarly, this will help open views looking outside from within the park. There may be an opportunity to consider retaining a portion of the berm, if necessary to save a couple of significant trees; however, increasing visibility into and out of the space is a priority improvement.



Figure 33. Shot Tower Park Detail of Illustrative Rendering



It is important that improvements to Shot Tower Park open views into and out of the space



Figure 34. Illustrative Vision Rendering, View looking northeast from above President Street

- Limb lower branches from trees that obscure views into the park.
- Utilize high canopy trees for any replacement trees.
- Consider historic use of the space and structures no longer present in informing the redesign of the space.
- Sensitively incorporate ADA access to the Shot Tower.
- Consider partnership with adjacent property owner on East Fayette Street to explore how reuse of the currently vacant building could provide more “eyes on the park” and help activate the park.
- Coordinate with the Women’s Civic League and Patisserie Poupon to explore how outdoor café seating for Patisserie and the potential expansion of the building could better activate Shot Tower Park.
- Utilize an overall park design that allows for flexibility for programming a variety of large and small events in Shot tower Park, accommodating areas for music and tents.
- Plan for strong visual connection to Front Street which could serve as an extension to the event space.

F | Women's Civic League Flexible Use Space

Work with the Women's Civic League to better utilize the existing surface parking lot. The existing Women's Civic League surface parking lot adjacent to Patisserie Poupon is underutilized and interrupts the spatial flow and use of Shot Tower Park. Work with the Women's Civic League and the City to explore how the parking lot could be enhanced to function as a multi-use space. The space could serve parking most of the time, but other times could function as part of Shot Tower Park. Specific considerations include:

- “Flip” the access drive to the west side of the lot so that the parking spaces are on the east side. This would provide flexibility for some of the spaces to be used for café seating adjacent to Patisserie when parking is not needed.
- Utilize special paving so that the lot appears to be more of a plaza in which one can park, rather a space primarily reserved for parking.
- Integrate an inviting pedestrian connection between East Baltimore Street and the Shot Tower into the overall design.



This parking lot demonstrates how the Women's Civic League lot can be designed to function as a plaza in addition to parking lot.

G | Front Street Improvements & Event Space

Enhance the visibility of Front Street and utilize as an event space. Front Street currently has a rich character with its cobbled streets and historic architecture associated with the Carroll Museums. It also projects a positive image of Jonestown along President Street. The streetscape does not need major enhancements; however, parts of it can feel somewhat hidden because it sits low related to President Street. Therefore, consideration should be given to replacing the low brick wall along the President Street sidewalk with an ornamental fence. This would make Front Street more visible from motorists on President Street and provide more “eyes on the street” for this space. Additionally, the street trees along President Street should be limbed to improve visibility into and out of the space.

Because of its character, adjacent uses, and relationship with Shot Tower Park, Front Street should also be utilized for events—either on its own or in conjunction with Shot Tower Park programs. The street would be a great venue for a food truck gathering or other festival in which the different businesses and cultural institutions in the neighborhood could participate. In turn, these events could provide more exposure for Jonestown and its offerings.

H | McKim Park Enhancements

Continue to work with the City as McKim Park enhancements are designed and implemented. Baltimore City Department of Recreation and Parks has been working with neighborhood stakeholders to redesign McKim Park in conjunction with the development of the Ronald McDonald House. Historic Jonestown, Inc., should continue to coordinate with the City as the design plans are

finalized and implemented. Specifically, there is an opportunity to utilize the neighborhood branding and the Historic Jonestown, Inc., website to communicate information regarding the park improvements, construction schedule, and park programming.



The existing vacant property along Watson Street could serve as a potential site for urban agriculture or open space in support of adjacent uses.



The Exeter Street Garden in Jonestown is a well-utilized, small neighborhood garden. The Watson Street project would be more than a community garden, but instead serve as a functioning “farm.”

I | Watson Street Farm Urban Agriculture/Open Space

Develop a community farm or open space on Watson Street to serve as a productive neighborhood open space. Rehabilitate the vacant lots on Watson Street as a community-based urban agriculture enterprise. The space should be designed to produce food, as well as serve as a venue for neighborhood gathering. Partnerships with local restaurants, like Patisserie Poupon, and grocery stores, like Whole Foods Market in Harbor East, should be explored to help develop the initiative and to serve as retail outlets for the urban farm products. Other collaborators on the “Watson Street Farm” should include partners like the Johns Hopkins Bloomberg School of Public Health and the Pearlstone Institute—which can help support the project’s programmatic elements, including health and nutrition education, cultural food workshops, and more. The Whitelock Community Farm (<http://whitelockfarm.org/>) in the Reservoir Hill neighborhood of Baltimore is a successful local precedent that mixes neighborhood enrichment programs and urban agriculture in a balanced and vibrant way.

Alternatively, this lot could be developed as an open space/courtyard in conjunction with any potential redevelopment or re-use of the properties on the north side of Watson Street, should those businesses discontinue operations in the future. Depending upon the use of these properties, the courtyard could serve as a breakout meeting space, neighborhood open space, or outdoor exhibit space. Public art and/or a memorial could also be appropriate in this space depending, again, upon the ultimate re-use of the adjacent properties. It would be important that any art or memorial be incorporated into the overall design of the space.



Open space adjacent to the synagogue is underutilized and could be an attractive pocket park

J | Lombard Street Pocket Park

Create a pocket park at the northeast corner of East Lombard and Lloyd Streets. The existing green space adjacent to the B’nai Israel Synagogue on the JMM Herbert Bearman Campus appears to be an underutilized green space. The JMM should consider enhancing the space as a pocket park to be utilized by the Museum and the community as a whole. Specific considerations include:

- The overall design of the space and selection of elements that go into the space should complement and highlight the façade of the synagogue.
- Utilize an ornamental fence and gate to allow the space to be open to the public most of the time, but secured when necessary to control access.
- Coordinate the design of the space with any potential expansion plans of the museum that may occur on the site of the existing Lenny’s

building so that any new building could help activate the space and provide “eyes on the park.”

- Utilize high canopy tree planting that provides shade as while allowing for unobstructed sightlines into and out of the space.
- This space would be an appropriate location for highly visible public art and/or a memorial. If incorporated, this should be integrated into the overall design.
- Consider the use of accent lighting to showcase this highly visible space along East Lombard Street.
- Consider the use of moveable chairs and tables in the space to provide flexibility in how people utilize the space.

K | Lombard Square

Explore the feasibility of reconfiguring the lanes of East Lombard Street to create a more useable open space between Albemarle and South High Streets. East Lombard Street currently splits between Albemarle and South High Streets, resulting in a landscaped island with a sculpture. This island functions well as a visual space, but it is not a useable open space, given the traffic on both sides. Additionally, the sidewalks on the north and south sides of East Lombard Street are fairly wide in this area. Consider working with the Department of Transportation to explore closing the lane on the south side of the island so that the island can be joined with the adjacent sidewalk, thus creating a larger, more useable open space that could better serve the residential community.

L | Community Playground

Plan for and construct a centrally-located community playground to serve the residents of Jonestown. Additional open space and, in particular, a playground was identified as a neighborhood need by stakeholders. Reserve some of the vacant property along the north side of East Lombard Street for the development of a small playground. Ideally, the playground would be located on, and is proposed for, the lot on the northwest corner of East Lombard Street and Horseradish Lane. This location places it close to the center of the Albemarle Square community but also allows for the corner lot at East Lombard and Lloyd to be preserved for significant development. Specific considerations for the playground include:

- Due to the highly visible location, explore ways in which public art can be integrated into the overall design.
- Secure the playground and manage access with an ornamental metal fence.
- Incorporate canopy tree planting or a colorful sail to provide shade for the playground, considering its southern exposure.
- Incorporate seating for parents.

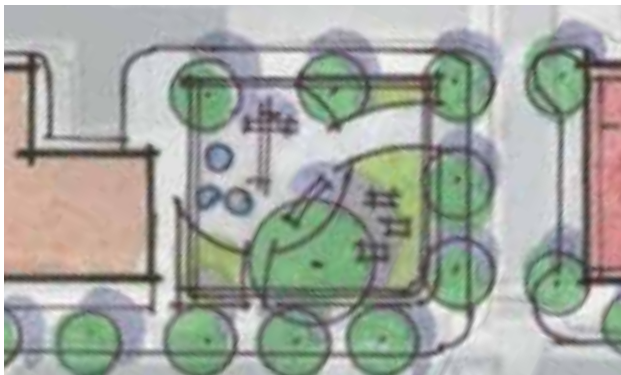


Figure 35. Playground Detail of Illustrative Plan

M | Lloyd Street Pocket Park

Better utilize the “leftover” green space at the southeast corner of East Lombard and Lloyd Streets as a pocket park. Work with the adjacent property owners to better utilize the green space on the southeast corner of East Lombard and Lloyd Streets. This space could be utilized for outdoor dining for an adjacent restaurant space, public art, or community gathering place. Ideally, window or door openings could be provided in the existing building to provide more “eyes on the street” and help activate the space. If the adjacent site is ever redeveloped, any new building should be designed to better respond to this street corner—either architecturally or with incorporation of some gathering space.



Existing underutilized space



A streetscape in Fells Point demonstrates how “leftover” spaces can be enhanced and activated

N | Public Art Opportunities

Incorporate public art throughout the neighborhood.

While some specific examples of locations that would be appropriate for public art are described above, there are many areas in the neighborhood where public art can be incorporated. It can be done in the form of murals, sculpture, architectural elements, and landscape. Regardless of the form it takes, any public art should be integrated into its context and should highlight the culture and heritage of Jonestown.

O | Parking Resources

Manage parking resources within Jonestown to better accommodate neighborhood businesses and attractions.

While Jonestown does not experience the parking challenges that many other Baltimore neighborhoods experience, the availability of unrestricted free parking in Jonestown seems to better serve Downtown workers than Jonestown visitors and residents. For instance, the public parking lot on Lloyd Street, across from the JMM, is often filled throughout the day with cars belonging to Downtown commuters—thereby limiting parking that could be available for customers of the businesses along East Lombard Street, or visitors to neighborhood's cultural attractions. Historic Jonestown, Inc., should work with the Parking Authority of Baltimore and other partners to address the following:

- Determine where additional meters could be installed to increase parking turnover in the neighborhood.
- Provide clearer signage, letting people know that the parking garage on East Baltimore Street (just west of Lloyd Street) is a public parking facility. This is an underutilized garage and is nearby to businesses and attractions on East Baltimore, East Lombard, and Lloyd Streets.
- Provide signage directing visitors to the two underutilized parking garages located in Little Italy, adjacent to Jonestown. One is located on the Southeast corner of President and East Pratt Streets and the other on South Exeter Street and Central Avenue.
- Include information about the above parking resources in visitor information printed for the neighborhood, as well as on the Historic Jonestown, Inc., website.

P | Way-Finding Signage

Expand the way-finding signage throughout Jonestown. Wayfinding signage that uses Baltimore City standards is currently located within Jonestown in some areas. Signage is an important element to direct visitors and customers to the neighborhood and to landmarks and businesses within it. The existing system should be expanded to be more comprehensive and include information about nearby parking resources, such as the underutilized public parking lots in Little Italy and on East Baltimore Street, just east of Lloyd Street.



Figure 36. Existing Wayfinding

Q | Short-Term Enhancements

Utilize low-budget, high impact enhancements that will provide immediate positive impacts to the streetscapes.

Until major streetscape projects occur, there are several enhancements that could be considered that are inexpensive, could be done relatively easily, and could make an immediate impact on the community—these improvements are in addition to the pop-up venues described earlier.

- **Flower Baskets/Pots:** Provide flower baskets and flowers within the core of the neighborhood, particularly near the intersection of East Lombard and Lloyd Streets.
- **Parking Day:** Consider participating in the PARK(ing) Day program as a creative way to temporarily transform one to two parking spaces in a highly visible location into a “parklet” for one day (this event occurs annually on the third Friday in September). Partner with local artists or design firms to implement the project. Information regarding PARK(ing) Day can be found at <http://parkingday.org>. In order to participate in Baltimore City, the organizer for Jonestown will need to pay a nominal permit fee and obtain a “Curb Lane Closure/Event Parking” permit from the Department of General Services (DGS). This process should be initiated a month or two in advance of the event—to allow for acquiring the permit—and it will be important to communicate local participation in PARK(ing) Day with merchants. In communicating with local merchants, it will be valuable to demonstrate

that, although there will be one fewer parking space in the neighborhood for that day, PARK(ing) Day often draws many new visitors to the neighborhood, and will introduce those visitors to local businesses, which they can patronize in the future.

- **Parklets:** If participation in PARK(ing) Day is successful, consider establishing an expanded “parklet” program along some streets to provide additional areas for outdoor café seating, public art, or display space. One to two parking spaces could be transformed into expanded sidewalk area for temporary periods of time, such as during events/festivals, on weekends, for a month, or during the summer season. Downtown Partnership of Baltimore has experimented with this along Charles Street over the past two years. Likewise, communities throughout the country are implementing these parklets as effective ways to expand outdoor gathering spaces on streets with narrow sidewalks.



Pop-Up parklets can activate a unique spaces, such as parallel parking spots or an infill lot awaiting development.



IMPLEMENTATION PLAN

Overview

This vision plan provides a framework to guide growth and enhancements in Jonestown over the next fifteen years and beyond. Implementation of the recommendations will occur incrementally by a partnership among many public and private entities and individuals, as outlined throughout the report and on the implementation matrix that follows. It is important to note that the vision plan is intended to be a guiding, yet flexible document. Many of the concepts illustrated will be further refined and vetted as they become real projects. Additionally, it is important to view the vision plan as a “menu” of projects, particularly as it relates to development opportunities. The redevelopment scenarios illustrated in the plan may not all happen within the next fifteen years; however, they serve as a guide should opportunities arise for particular properties. Similarly, opportunities may arise for properties not illustrated in the vision plan. The concepts of the plan, nevertheless, can be applied to these properties.

Implementation Partners

Implementation partners will vary depending upon the specific project. Most projects will require collaboration among several partners, with one or two partners shouldering the primary responsibilities associated with implementation. Implementation partners include:

Lead Organizations

- Baltimore Development Corporation (BDC)
- Historic Jonestown, Inc. (HJI)
- Jewish Museum of Maryland at the Herbert Bearman Campus (JMM)
- Jonestown Planning Council (JPC)

Key Partners:

- AIGA Baltimore
- American Institute of Architects (AIA) Baltimore
- Baltimore Bike Party (BBP)
- Baltimore City Parking Authority (PABC)
- Baltimore City Department of Recreation and Parks (BCRP)
- Baltimore Community Foundation (BDF)
- Baltimore Department of Planning (DOP)

- Baltimore Department of Public Works (DPW)
- Baltimore Department of Transportation (DOT)
- Baltimore Development Corporation (BDC)
- Baltimore Housing
- Baltimore National Heritage Area (BHAA)
- Bike Advocacy Groups
- Blue Water Baltimore (BWB)
- Comprehensive Housing Assistance, Inc. (CHAI)
- Downtown Partnership of Baltimore (DPOB)
- Farm Alliance of Baltimore City
- Federal/State/Local Programs
- Helping Up Mission
- House of Ruth Maryland (HRM)
- JHU Carey School of Business
- Live Baltimore
- Media, generally
- MICA Office of Community Engagement
- Neighborhood Associations
- Neighborhood Design Center (NDC)
- Parks & People Foundation (P&P)

- Property Owners
- Small Business Resource Center
- Small Business Technology & Development Center
- Stratford University
- United States Postal Service (USPS)
- Universities
- Urban Land Institute (ULI)
- U.S. Small Business Association (SBA)
- Visit Baltimore
- Women's Civic League

This preliminary list of partners should continue to grow as various groups, individuals, and programs appear on the radar and as new alliances are forged.

Implementation Matrix

The implementation matrix (pp. 89-91) is a summary of the recommendations and implementation resources strategy implementation. The matrix is organized by the four plan strategies and each action is identified by the recommendation letter used to describe it in the report. In addition to key information for implementing each recommendation, the matrix includes time frames—categorized as First Steps (2015-2016); Next Steps (2016-2020); and Long-Term (2020-2030). With this implementation matrix, it is important to note:

- Recommendations will not all be implemented at once. Rather, they will be implemented in phases over many years.

- The strategies are interrelated; therefore, implementation of specific projects may overlap with recommendations from two or more of the strategies.

The Matrix identifies the potential lead organizers and additional implementation partners. Implementation will depend upon numerous partners working together, with certain responsibilities lying with different partners, depending upon the project or recommendation.

As the Plan is implemented, an “Achievements” column can track the advancing of each recommendation. As actions are completed, they will progress from a planning stage, to being in progress, to fully complete. Ideally, review of implementation progress would occur during an “Annual Jonestown Summit” among partners, using this Implementation Matrix as a guide for action. Partners may find it effective to grade progress during this summit—giving themselves an “A” if an action has been completed; a “C” if some progress has been made; and an “F” if no progress has been made. It is important to note that an “F” should not necessarily mean failure. In some cases an action might not be completed because other actions became priorities or are necessary to complete prior to making any advancement, or that the dynamics of the particular project had changed. It is, therefore, important that the Implementation Matrix remain a fluid document.

The Implementation Matrix is a living document and an evolving tool. Additional information will develop and be identified as this Plan’s recommendations are individually addressed.

Information identified under Time Frame, Specifications, Lead Organization, and Key Partners, as well as data in the “Potential Funding Mechanisms” columns, include preliminary ideas only. As Implementation Partners are identified and finalized, it will become their responsibility to further develop the tactics and metrics for success. For instance, the identified potential funding mechanisms are a preliminary collection of ideas. It will be the responsibility of the implementation partners to identify the viability of these resources and to continue searching for new and competitive funding opportunities. In this regard, the Jonestown Vision Plan is very much a community owned and implemented plan.

The pages that follow organize the individual actions to be completed by phase, or time frame. This is helpful in that it allows tasks to be clumped together and serve as a “checklist” for what’s to be completed during which period—First Steps (2015-2016), Next Steps (2016-2020), or Long-Term (2020-2030). The list below is complementary to the full implementation matrix, which identifies resources and recommendation overlap. The full Implementation Matrix can be found on pages 89 to 91.

Strategy I: Programs and Operations

First Steps (2015-2016):

- Grow Historic Jonestown, Inc. (*Underway*); Develop a strategic plan to guide the growth of the organization and its implementation of the plan (*Underway*)
- Secure funding for a full-time executive director to lead Historic Jonestown, Inc.
- Strengthen neighborhood web presence and develop initial website. (*Underway*)
- Build partnerships for short and long-term implementation. (*Underway*)
- Begin holding events within the neighborhood. (*Underway*)

Next Steps (2016-2020):

- Work with partners to enhance security and perceptions of security.
- Develop an initial façade improvement program.
- Establish an initial maintenance program.
- Continue to expand and improve website and other social media tools.
- Continue to grow events in the neighborhood.
- Continue to foster and build partnerships by developing a pitch book and/or prospectus that highlights opportunities in Jonestown and hold networking events that bring targeted partners together.

Long-Term (2020-2030):

- Continue developing and leveraging façade improvement program.
- Continue to implement and expand maintenance program.
- Continue to enhance security program.
- Continue to expand website and use of social media tools.
- Continue to grow events in the neighborhood.
- Continue to foster and build partnerships

Strategy II: Identity

First Steps (2015-2016):

- Create and adopt a community brand for Jonestown. (*Completed*)
- Create and adopt brand extension for Historic Jonestown, Inc. (*Completed*)
- Promote past Jonestown accomplishments.
- Host a brand “reveal” event. (*Completed*)
- Develop Historic Jonestown, Inc., collateral pieces, particularly investment opportunities.
- Retain marketing/art production steward.
- Promote the neighborhood at gateways – Central Avenue and East Lombard Street.
- Develop Jonestown branded merchandise. (*Underway*)

Next Steps (2016-2020):

- Develop ads to initiate neighborhood marketing.

- Promote the neighborhood at gateways – billboard at East Baltimore Street
- Create additional Jonestown branded merchandise
- Launch individual business marketing

Long-Term (2020-2030):

- Develop additional neighborhood gateways.
- Continue to develop neighborhood marketing.
- Continue to support individual business marketing.
- Update/refresh the community brand.

Strategy III: Development

First Steps (2015-2016):

- Continue to support Hendler Creamery development.
- Continue to support Ronald McDonald House development.
- Explore feasibility of JMM expansion.
- Explore feasibility of food hub/community kitchen.
- Explore opportunities to incorporate social impact housing into a development project.
- Continue to work toward removing development encumbrances on key parcels.
- Market Jonestown to potential investors.
- Continue to explore opportunities for reuse of DPW Car Barn.

- Work with and support individual business expansion efforts.
- Plan for initial “pop-up” venue.
- Encourage existing property owners and businesses to take advantage of façade improvement program through BDC.
- Reach out to and support existing businesses.

Next Steps (2016-2020):

- Construct Hendler Creamery development.
- Construct Ronald McDonald House.
- Design and construct initial JMM expansion (if pursued).
- Implement community food hub/community kitchen.
- Initiate design and construction of at least one new mixed-use development project.
- Work with Carroll Museums to design and implement expansion (if pursued).
- Implement initial “pop-up” venue.
- Implement 2-3 façade improvements.
- Assist 1-2 businesses in the neighborhood with expansion.
- Continue to support existing businesses and recruit new ones.
- Secure a user and redevelop the DPW Car Barn.

Long-Term (2020-2030):

- Continue to expand “pop-up” venue(s).
- Implement additional mixed-use development projects.

- Work with property owners to explore infill development opportunities.
- Design and implement potential additional JMM expansion (if pursued)

Strategy IV Public Realm

First Steps (2015-2016)

- Explore opportunities for traffic-calming and other streetscape enhancements along East Lombard Street.
- Explore opportunities for Lombard Square.
- Replace dead/declining trees along streets and install additional trees.
- Complete McKim Park design.
- Design alley project.
- Explore opportunities to enhance St. Vincent de Paul Park.
- Initiate re-design of Shot Tower Park.
- Begin conversations with Women's Civic League to explore opportunities for coordinated enhancements in and around Shot Tower Park.
- Explore opportunity for Watson Street Farms.
- Design Lombard Street Pocket Park.
- Explore opportunity for initial enhancements to Lloyd Street Pocket Park.
- Identify opportunities for public art.
- Implement short-term enhancements.

Next Steps (2016-2020)

- Design banners for use along key streets, using Jonestown branding.
- Implement traffic-calming, streetscape enhancements and Lombard Square along East Lombard Street.
- Construct McKim Park.
- Design and construct traffic-calming and streetscape enhancements along Lloyd Street.
- Implement alley project.
- Enhance Watson Street for events.
- Construct enhancements to St. Vincent de Paul Park.
- Construct initial enhancements to Shot Tower Park.
- Construct enhancements to the Women's Civic League Flexible Use Space (if pursued).
- Construct Watson Street Farms.
- Construct Lombard Street Pocket Park.
- Design and construct the new community playground.
- Construct Lloyd Street Pocket Park.
- Implement 2-3 public art projects.
- Address parking management within Jonestown.
- Expand the way-finding signage in Jonestown.

Long-Term (2020-2030)




- Design and construct traffic-calming and streetscape enhancements along East

Baltimore Street and other streets in the neighborhood.

- Design and Implement Front Street enhancements.
- Complete construction of Shot Tower Park.
- Continue to implement public art projects.

Legend for Implementation Matrix

The legend below offers only a sample of implementation resources. Additional partners and funding sources should be explored as this plan is implemented.

<p>Implementation Leads</p> <ul style="list-style-type: none"> » Baltimore Development Corporation (BDC) » Historic Jonestown, Inc. (HJI) » Jewish Museum of Maryland at the Herbert Bearman Campus (JMM) » Jonestown Planning Council (JPC) 	<p>Additional Partners</p> <ul style="list-style-type: none"> » Adjacent neighborhoods » Baltimore Bike Party (BBP) » Baltimore City Parking Authority (PABC) » Baltimore City Department of Recreation and Parks (BCRP) » Baltimore Community Foundation (BDF) » Baltimore Department of Planning (DOP) » Baltimore Department of Public Works (DPW) » Baltimore Department of Transportation (DOT) » Baltimore Development Corporation (BDC) » Baltimore Housing » Baltimore National Heritage Area » Bike Advocacy Groups » Downtown Partnership of Baltimore (DPOB) » Federal/State/Local Programs » JHU Carey School of Business » Live Baltimore » Neighborhood Design Center (NDC) » Parks & People Foundation (P&P) » Property Owners » Small Business Resource Center » Small Business Technology & Development Center » United States Postal Service (USPS) » Universities » Urban Land Institute (ULI) » Visit Baltimore
<p>Timeframe</p> <ul style="list-style-type: none"> » Short (S): 2015-2016 » Medium (M): 2016-2020 » Long (L): 2020-2030 » Ongoing 	<p>Potential Funding Sources</p> <ul style="list-style-type: none"> » AmeriCorps » Baltimore Development Corp. (BDC), facade improvement program » Baltimore Office of Sustainability (BOS) » Bond Bill » Community Development Block Grants (CDBG) » Community Development Financial Institutions Fund (CDFI) » Chesapeake Bay Trust (CBT) » Community Legacy (CL) » Neighborhood Business Works » Federal/State/Local Programs » Property Owner Investment » Small Business Innovation Research Program » Social Impact Grants (SIGs) » Strategic Growth Demolition and Smart Growth Impact Fund (SGIF) » United States Department of Transportation (USDOT)
<p>Status</p> <ul style="list-style-type: none"> »  Planning Stages »  In-Progress »  Completed 	

Implementation Matrix

The Implementation matrix serves as a framework and reference for implementing the four strategies and their individual recommendations. At the time of publishing this report, the matrix is “incomplete” as many of the details surrounding each of the recommendations—the funding source, metric, partners, etc.—will be determined once each action is begun.

STRATEGY	RECOMMENDATION	TIME FRAME	SPECIFICATIONS	LEAD	KEY PARTNER(S)	POSSIBLE FUNDING	OVERLAP	STATUS
I. Programs & Operations	A <i>Grow Historic Jonestown, Inc.</i>	S	» Develop a strategic plan to guide the growth of the organization and its implementation of the plan » Secure funding for a full-time executive director to lead Historic Jonestown, Inc.	HJI	Businesses, Institutions, JPC	BHAA Heritage Investment Grants, Goldseker Foundation	2C, 2F	<div><div></div><div></div><div></div></div>
	B <i>Strengthen Neighborhood Web Presence</i>	S - L	» Continue to expand and improve website and other social media tools (M) » Continue to expand website and use of social media tools (L)	HJI	Businesses, Institutions, Live Baltimore, Universities, Visit Baltimore		1D, 2B, 2D, 2G	<div><div></div><div></div><div></div></div>
	C <i>Building Partnerships</i>	S - L	» Build partnerships for short and long-term implementation. (Underway) » Develop a pitch book and/or prospectus that highlights opportunities in Jonestown (M) » Hold networking events that bring targeted partners together (M) » Continue to foster and build partnerships (L)	HJI	Businesses, City Agencies, Institutions, JHU Carey School, Non-Profits, Property Owners, ULI		3-all, 2H	<div><div></div><div></div><div></div></div>
	D <i>Hold & Promote Regular Events</i>	S - L	» Begin holding events within the neighborhood (Underway) » Continue to grow the number and frequency of neighborhoods events each year (Ongoing) » Continue to grow events in the neighborhood (L)	HJI	BBP, Baltimore Heritage, BHAA, BOPA, Businesses, The Gathering, Carroll Museums, Institutions/Museums, JMM, Media, ULI, Visit Baltimore	BCF Mobilization Grant, BHAA Heritage Investment Grants, France-Merrick Foundation	1B, 3D, 3M, 4B, 4C, 4E, 4G, 4N, 4Q	<div><div></div><div></div><div></div></div>
	E <i>Facade Improvement Program</i>	M - L	» Develop an initial façade improvement program (M) » Continue developing and leveraging façade improvement program (L)	HJI	AIA, BDC, CHAP, NDC	BDC, CL	3N, 3O	<div><div></div><div></div><div></div></div>
	F <i>Maintenance Program</i>	M - L	» Establish an initial maintenance program (M) » Continue to implement and expand maintenance program (L)	HJI	DPOB, DPW, HRM Clean Team, JPC	Funds from DPW	1G, 4A	<div><div></div><div></div><div></div></div>
	G <i>Neighborhood Security</i>	M - L	» Work with partners to enhance security and perceptions of security (M) » Continue to enhance security program (L)	HJI	BCPD, HRM Security Team, JPC		1F	<div><div></div><div></div><div></div></div>
	H <i>Annual Jonestown Summit</i>	Ongoing	» Meet annually to review implementation progress, celebrate achievements, and set a plan for the coming year	HJI	Businesses, Institutions, Key Partners, Neighborhood Associations, Property Owners		ALL	<div><div></div><div></div><div></div></div>
2. Identity	A <i>Community Brand</i>	S	» Create and adopt a community brand for Jonestown (Completed)	HJI	JPC		2-all, 3M, 4P, 4Q	<div><div></div><div></div><div></div></div>
	B <i>Brand System Adoption</i>	S - M		HJI	Businesses, City of Baltimore, Institutions, Live Baltimore, Visit Baltimore	BHAA Heritage Investment Grants	1B, 2-all	<div><div></div><div></div><div></div></div>
	C <i>Brand Extension for Historic Jonestown, Inc.</i>	S - M	» Create and adopt brand extension for Historic Jonestown, Inc. (Completed)	HJI	Businesses, City of Baltimore, Institutions, Live Baltimore, Visit Baltimore		1A, 2F	<div><div></div><div></div><div></div></div>
	D <i>Promotion of Past Jonestown Accomplishments</i>	S	» Promote past Jonestown accomplishments (S)		Businesses, City of Baltimore, Institutions, Live Baltimore, Visit Baltimore		1B, 2E	<div><div></div><div></div><div></div></div>
	E <i>Brand “Reveal” Event</i>	S	» Host a brand “reveal” event (Completed)	JMM	HJI, JPC		2D	<div><div></div><div></div><div></div></div>
	F <i>Historic Jonestown, Inc. Collateral Pieces</i>	S	» Develop Historic Jonestown, Inc. collateral pieces, particularly investment opportunities (S)	HJI	Businesses, Institutions		1A, 2C	<div><div></div><div></div><div></div></div>
	G <i>Neighborhood Marketing</i>	S - L	» Develop ads to initiate neighborhood marketing (M) » Continue to develop neighborhood marketing (L)	HJI	BHAA, Businesses, Institutions, Live Baltimore, Media, Visit Baltimore		1B, 2A, 2H–K	<div><div></div><div></div><div></div></div>
	H <i>Marketing/Art Production Steward</i>	S	» Retain marketing/art production steward (S)	HJI	AIGA Baltimore, Universities’ Arts Programs	BCF Arts Grant	1C, 2G, 2I–K	<div><div></div><div></div><div></div></div>
	I <i>Promotion of the Neighborhood at Gateways</i>	S - L	» Promote the neighborhood at gateways – Central Avenue and East Lombard Street (S) » Promote the neighborhood at gateways – billboard at East Baltimore Street (M) » Develop additional neighborhood gateways (L)	HJI	The Associated, Businesses, DOP, DOT, JMM	City Funds, Institutional Support	2G, 2H, 4A, 4E, 4P	<div><div></div><div></div><div></div></div>
	J <i>Jonestown Branded Merchandise</i>	S - M	» Develop Jonestown branded merchandise (Underway) » Create additional Jonestown branded merchandise (M)	HJI	Businesses, Institutions, Universities’ Arts Programs		2A–B, 2G–H, 2K	<div><div></div><div></div><div></div></div>
	K <i>Individual Business Marketing</i>	S - M	» Launch individual business marketing (M) » Continue to support individual business marketing (L)	Institutions & Businesses	HJI	CL, Neighborhood BusinessWorks	2G–H, 2J, 3O	<div><div></div><div></div><div></div></div>
	L <i>Community Brand Update</i>	L	» Update/refresh the community brand, as needed (L)	HJI	AIGA Baltimore, Universities’ Arts Programs		2-all	<div><div></div><div></div><div></div></div>

STRATEGY	RECOMMENDATION	TIME FRAME	SPECIFICATIONS	LEAD	KEY PARTNER(S)	POSSIBLE FUNDING	OVERLAP	STATUS
3. Development	A <i>Planned Hendler Creamery Residential Development</i>	S - M	» Continue to support Hendler Creamery development (S) » Construct Hendler Creamery development (M)	Private Sector	HJI, JPC, Property Owner		I C, 3E	<div><div></div><div></div><div></div></div>
	B <i>Planned Ronald McDonald House</i>	S - M	» Continue to support Ronald McDonald House development (S) » Construct Ronald McDonald House (M)	Private Sector	HJI, JPC, Ronald McDonald House Charities of Baltimore		I C, 4A, 4H	<div><div></div><div></div><div></div></div>
	C <i>Potential JMM Expansion Opportunities</i>	S - L	» Explore feasibility of JMM expansion (S) » Design and construct initial JMM expansion (if pursued) (M) » Design and implement potential additional JMM expansion (if pursued) (L)	JMM	The Associated, Adjacent Property Owners	France-Merrick Foundation, SGIF	I C, 3I, 4I-J	<div><div></div><div></div><div></div></div>
	D <i>Potential Food Hub/Community Kitchen</i>	M - L	» Explore feasibility of food hub/community kitchen (S) » Implement community food hub/community kitchen (M)	HJI	BDC, Baltimore Dinner Lab, Private Sector, Helping Up Mission, JHU Carey School	BCF Mobilization Grant	I C-D, 3I, 4Q	<div><div></div><div></div><div></div></div>
	E <i>Social Impact Housing</i>	M - L	» Explore opportunities to incorporate social impact housing into a development project (S)	Private Sector	Baltimore Housing, BDC, CHAI, HJI, JHU Carey School, JPC		I C, 3A, 3F-J	<div><div></div><div></div><div></div></div>
	F <i>Jonestown Gateway Mixed-Use</i>	S - L	» Continue to work toward removing development encumbrances on key parcels (S) » Initiate design and construction of at least one new mixed-use development project (M) » Implement additional mixed-use development projects (L)	Baltimore City	BDC	BHAA Small Capital Grant, CL, SGIF	I C, 3E, 3I	<div><div></div><div></div><div></div></div>
	G <i>Lombard at Lloyd Mixed-Use</i>	S - L					I C, 3E, 3I, 4L	
	H <i>Lombard Street Mixed-Use</i>	S - L					I C, 3E, 3I	
	I <i>Potential Infill Development</i>	S - M	» Market Jonestown to potential investors (S) » Work with property owners to explore infill development opportunities (L)	HJI	BDC, JHU Carey School, JPC, Private Sector, Property Owners	BHAA Small Capital Grant, SGIF	I C, 3C-L	<div><div></div><div></div><div></div></div>
	J <i>DPW Car Barn Reuse Opportunity</i>	S - M	» Continue to explore opportunities for reuse of DPW Car Barn (S) » Secure a user and redevelop the DPW Car Barn (M)	BDC	HJI, JHU Carey School, JPC	BHAA Small Capital Grant, State Bond Bill, CL, France-Merrick Foundation, Neighborhood BusinessWorks, SGIF	I C, 3E, 3I	<div><div></div><div></div><div></div></div>
	K <i>Potential Bakery/Business Expansion</i>	S - M		Property Owners & Businesses	BDC, HJI, Women's Civic League	CL, SGIF, Property Owner Investment, Neighborhood BusinessWorks, One Maryland Project Tax Credit	I C, 3I	<div><div></div><div></div><div></div></div>
	L <i>Potential Carroll Museums Expansion</i>	M - L	» Work with Carroll Museums to design and implement expansion (if pursued) (M)	Carroll Museums	BDC, JPC	Incentive Funding, Property Owner Investment	I C	<div><div></div><div></div><div></div></div>
	M <i>Pop-Up Retail/Museum Exhibits</i>	S - L	» Plan for initial “pop-up” venue(s) (S) » Implement initial “pop-up” venue(s) (M) » Continue to expand “pop-up” venue(s) (L)	HJI	Businesses, Institutions/Museums, JHU Carey School, Universities	BCF Mobilization Grant, BHAA Heritage Investment Grants	I C-D, 2A, 3O, 4N, 4Q	<div><div></div><div></div><div></div></div>
	N <i>Specific Facade Improvement Opportunities</i>	M - L	» Encourage existing property owners and businesses to take advantage of façade improvement program through BDC (S) » Implement 2-3 façade improvements (M) » Implement additional 5-10 façade improvements (L)	HJI	BDC, JPC, Property Owners	BDC, CL, Property Owner Investment, Neighborhood BusinessWorks	I C, 1E, 3O	<div><div></div><div></div><div></div></div>
	O <i>Business Support & Recruitment</i>	S - M	» Work with and support individual business expansion efforts (S) » Reach out to and support existing businesses (S) » Assist 1-2 businesses in the neighborhood with expansion (M) » Continue to support existing businesses and recruit new ones (M)	HJI	BDC, HJI, JHU Carey School, JPC, Baltimore Small Business Resource Center, MD Small Business and Technology Development Center, SBA	CL, Neighborhood BusinessVorks, Small Business Lenders, One Maryland Project Tax Credit, One Maryland Start-Up Tax Credit	I C, 1E, 2K, 3M-N	<div><div></div><div></div><div></div></div>

STRATEGY	RECOMMENDATION	TIME FRAME	SPECIFICATIONS	LEAD	KEY PARTNER(S)	POSSIBLE FUNDING	OVERLAP	STATUS
4. Public Realm	A Streetscape & Traffic Calming	S - L	» Explore opportunities for traffic-calming and other streetscape enhancements along East Lombard Street (S) » Replace dead/declining trees along streets and install additional trees (S) » Design banners for use along key streets, using Jonestown branding (M) » Implement traffic-calming, streetscape enhancements and Lombard Square along East Lombard Street (M) » Design and construct traffic-calming and streetscape enhancements along Lloyd Street (M) » Design and construct traffic-calming and streetscape enhancements along East Baltimore Street and other streets in the neighborhood (L)	DOT; TreeBaltimore	Bike Advocacy Groups (Bikemore, et al.), BWB, DOP, DPW, HJI, JMM, NDC, Neighborhood Associations, PABC, Parks & People	BWB Stormwater Credits, City Bond Funds, CL, DOT Funds, MD Bond Bill	1F, 2I, 3B, 4B–C, 4F–G, 4K, 4N–P	<div><div></div><div></div><div></div></div>
	B Alley Connection	S - M	» Design alley project (S) » Implement alley project (M)	HJI, DOT	DOT, DPW, NDC, Planning Department, Property Owners	CL	1D, 4A	<div><div></div><div></div><div></div></div>
	C Watson Street	M - L	» Enhance Watson Street for events (M)	JMM	HJI, DOT, DPW, Property Owners	BCF Mobilization Grant, BOPA Small Community Grant, PNC Community Arts Grant	1D, 4A	<div><div></div><div></div><div></div></div>
	D St.Vincent de Paul Park Enhancements	S - L	» Explore opportunities to enhance St.Vincent de Paul Park (S) » Construct enhancements to St.Vincent de Paul Park (M)	St.Vincent de Paul Church	BCRP, HJI, Parks & People	Foundations, Property Owner Investment		<div><div></div><div></div><div></div></div>
	E Shot Tower Park Enhancements & Event Space	S - L	» Initiate re-design of Shot Tower Park (S) » Construct initial enhancements to Shot Tower Park (M) » Complete construction of Shot Tower Park (L)	HJI, Carroll Museums	BCPD, BCRP, Carroll Museums, St.Vincent de Paul Church, Property Owners, Women’s Civic League	BCF Mobilization Grant, BHAA, Foundations	1D, 2I	<div><div></div><div></div><div></div></div>
	F Women’s Civic League Flexible Use Space	S - M	» Begin conversations with Women’s Civic League to explore opportunities for coordinated enhancements in and around Shot Tower Park (S) » Construct enhancements to the Women’s Civic League Flexible Use Space (if pursued) (M)	HJI	Carroll Museums, Adjacent Property Owners, BCRP, Women’s Civic League	Foundations	4A	<div><div></div><div></div><div></div></div>
	G Front Street Improvements & Event Space	M - L	» Design and Implement Front Street enhancements (L)			BCF Mobilization Grant, Foundations	1D, 4A	<div><div></div><div></div><div></div></div>
	H McKim Park Enhancements	S - M	» Complete McKim Park design (S) » Construct McKim Park (M)	BCRP		Foundations, Goldseker	3B	<div><div></div><div></div><div></div></div>
	I Watson Street Farm Urban Agriculture/ Open Space	S - M	» Explore opportunity for Watson Street Farms (S) » Construct Watson Street Farms (M)		Baltimore Green Space, BOS, Farm Alliance	BCF Mobilization Grant, France-Merrick Foundation	3C	<div><div></div><div></div><div></div></div>
	J Lombard Street Pocket Park	S - M	» Design Lombard Street Pocket Park (S) » Construct Lombard Street Pocket Park (M)	JMM	Baltimore Green Space, B’nai Israel, DOT, HJI, Property Owners		3C	<div><div></div><div></div><div></div></div>
	K Lombard Square	S	» Explore opportunities for Lombard Square (S)	DOT, HJI	Property Owners	BHAA Small Capital Grant	4A	<div><div></div><div></div><div></div></div>
	L Community Playground	S - M	» Design and construct the new community playground (M)	HJI	Baltimore Green Space, JPC, Neighborhood Associations	KaBOOM!	3G	<div><div></div><div></div><div></div></div>
	M Lloyd Street Pocket Park	S - M	» Explore opportunity for initial enhancements to Lloyd Street Pocket Park (S) » Construct Lloyd Street Pocket Park (M)	HJI	Baltimore Green Space, DOT, JMM, Property Owners			<div><div></div><div></div><div></div></div>
	N Public Art Opportunities	S - L	» Identify opportunities for public art (S) » Implement 2-3 public art projects (M) » Continue to implement public art projects (M)	HJI	BOPA (Public Art Commission), MICA Office of Community Engagement	BCF Community Arts Grant, BHAA Heritage Investment Grants, Private Funders	1D, 3M, 4A	<div><div></div><div></div><div></div></div>
	O Parking Resources	M	» Address parking management within Jonestown (M)	PABC	DOT, HJI		4A	<div><div></div><div></div><div></div></div>
	P Way-Finding Signage	S - M	» Expand the way-finding signage in Jonestown (M)	BHAA	DPOB, HJI, Maryland Heritage Area	BHAA Heritage Investment Grants	2A, 2I, 4A	<div><div></div><div></div><div></div></div>
	Q Short-Term Enhancements	S	» Implement short-term enhancements (S)	HJI	Institutions, DOT, PABC		1D, 2A, 3D, 3M	<div><div></div><div></div><div></div></div>

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